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THE STATUS OF WOMEN IN EMPLOYMENT  
IN CANADA, 1968

Prepared for

THE ROYAL COMMISSION ON THE STATUS  
OF WOMEN IN CANADA

in

April, 1969

by





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- 2. The second part is devoted to a detailed analysis of the economic situation.
- 3. The third part is devoted to a detailed analysis of the social situation.
- 4. The fourth part is devoted to a detailed analysis of the political situation.
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Canadian General Electric Company Limited	Toronto
Canadian National Railways	Toronto
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Sparton of Canada Limited	London
Sun Life Assurance Company of Canada	Montreal
Sun Oil Company Limited	Toronto
Sunshine Uniform Supply Limited	Toronto
Toronto Hydro-Electric System	Toronto
Traders Group Limited	Toronto
Union Carbide Canada Limited	Toronto
Vancouver General Hospital	Vancouver
York Central District High School Board	Richmond Hill
Young & Rubicam Limited	Toronto





## II INTRODUCTION

This is an objective report of limited scope, based mainly on a survey and a series of interviews. It contains statements which were generated by the survey and yet goes beyond the limited amount of survey evidence which is available. However, there is nothing mystical or nonempirical about our intuitions; they are simply the result of wide experience in the consulting field.

In the survey, employers were asked a variety of questions about their work force. The result is descriptive data in the general area of economics. This report does not attempt to probe such important (and vastly more complex) problems as the differential psychology of men and women, or the sociological reasons for the differences in sexual roles. It merely reports what appeared to be the case in a selected group of Canadian organizations in 1968.

Unless the human race has been in complete error for about 100,000 years, there probably are real differences between men and women. There are many current theories about these real or imagined differences, and about their nature and extent. We did not attempt to explain (or explain away) these theories; we merely noted that:

- a) sex differences exist,
- b) attitudes and work practices are changing,
- c) our job is to describe these differences and changes,
- d) the past may not be an adequate guide to the future.

Inevitably, we as investigators have an attitude to the data; it is a fairly orthodox liberal posture, as is quite apparent from our recommendations. However, the report was written with no conscious preconceptions about the status of Canadian women. We attempted to discover and report what is in fact the case.





### III OBJECTIVES

1. To review the role of some women in the Canadian labour force.
2. To review the respective opportunities for women and men in broad areas of employment.
3. To comment on the extent and effectiveness of the utilization of women's skills and capacities.
4. To survey employers' attitudes to the changes in their cost structure that would follow an increase in the status of women in the work force.
5. Within the limitations of this study, to make recommendations for enhancing the status of women and more effectively utilizing their skills and capacities.

In our interpretation:

- 1) We have restricted the review to some women because 4 significant employment groups (i.e., classified federal public service, banks, department stores, and universities) were outside the terms of reference of this report.
- 2) It is restricted to broad areas of employment because the contract called for "a broad national sample of all employers of women in Canada" and such a broad sample of employers cannot generate findings for a narrower range of employees.
- 3) It is impossible to comment with any precision on the extent and effectiveness with which women's skills and capacities have been utilized, since extent, effectiveness, skills, and capacities were undefined in this context.
- 4) Words in the terms of reference like "evaluate" and "assess" have been reduced in the report to review and comment. This reduction was dictated by the paucity of data.





#### IV METHOD AND REPORT PLAN

These two pages perform a double purpose; they sketch the method employed and they broadly summarize the plan and content of the report contained in Volume 1.

The status of women in Canada was investigated through:

- (1) The literature
- (2) Labour legislation
- (3) The survey

##### The Literature

A short bibliography is included at the end of this report. The literature was skimmed rather than extensively documented. This was a necessary exercise; it would be obviously wasteful to duplicate a study that had already produced substantial results in our field. We found no such study.

The peripheral studies that we did discover seem to be of limited value in present-day Canada because:

- (1) they were conducted in other countries
- (2) they were conducted at other times.

In other words, there are difficulties in generalizing from other cultures and other economies to Canada, and (even within Canada) there are difficulties in generalizing from earlier periods because of recent and little understood employment problems created by (i) new technology, (ii) affluence, (iii) higher standards of education, (iv) the "new equality," (v) the pill and (vi) the generation gap.

##### Labour Legislation

This is discussed in 3 sections entitled:

- I: Comments on Canadian Labour Legislation
- II: Comments on Overseas Labour Legislation
- III: Canadian Employment Trends

The material on Canadian labour legislation is an inexpert overview; a detailed discussion can be found in our companion report to the Royal Commission.

In the notes on international labour legislation, America and Russia have been included because they demonstrate that, under either capitalism or communism, strong legislation that is actively enforced can in a few years produce wide-spread change in employment practices and attitudes.





It is perhaps over-dignifying the six snap-shots to call them Canadian employment trends, but we feel that they convey a flavour of the current change.

### The Survey

Since this forms the bulk of our report, it is extensively and separately discussed in the section headed Survey findings. These are divided into two main sections, entitled:

- (a) employment survey
- (b) associated findings

The employment survey is dealt with at some length, since it forms the main empirical basis for the report. It is stressed that this is a judgment or purposive survey, which was not intended to give accurate measurements of Canada-wide phenomena. The associated findings are in general a summary of feedback from the consultants who were engaged on the employment survey. These consultants' impressions have been recorded in a separate section to emphasise their extremely subjective nature.

### Recommendations and Guidelines

These are in very broad summary form; their empirical basis is the survey and yet (because here the consultant process is intuitive rather than inductive) they extend beyond the survey in scope.

### Technical Appendix

In plain English and with a complete absence of mathematical terminology, this describes the purpose of the survey, what was done, how it was done, and how meaningful are the results.

### Volume 2

This contains a cautionary note against the misuse of some summary tables, plus the summary tables, plus a typed set of questionnaires with the answers arranged in standard form.





## V COMMENTS ON CANADIAN LABOUR LEGISLATION

This has been discussed in depth in our companion report entitled "The Status of Women in the Field of Collective Bargaining." These non-expert comments highlight some broad legislative trends.

### (a) Minimum wages

There has been a lessening of the disparity in pay levels for men and women performing approximately equal work. This has been most pronounced in urban settings (where most unionized industry exists). The results have been particularly significant for women in the service category.

### (b) Hours of work

Some provincial jurisdictions (e.g., Alberta and Ontario) limit the hours of women unless certain conditions - such as free transport - are met. The intention was to protect women, but it can now be argued that the effect is precisely the opposite. One example of this apparent discrimination is to exclude women from second shift operations in the Ontario automobile industry.

### (c) Overtime pay

Some provinces (e.g., Manitoba, where the crucial figure is 48 hours per week for men and only 44 for women) distinguish between the overtime provisions. We know of no instances of discrimination against women, but again the point is that (particularly in a cost-conscious situation), there is an economic factor which could cause the effect of the legislation to be the opposite of the intended consequences.

### (d) Maternity leave

The situation is fairly confused, both in terms of provincial legislation, employers' attitudes, and the practices of individual organizations. Many senior managers regarded maternity leave as simply another cost factor; few accepted the counter-argument that time off due to maternity





is a fairly small amount of total time not worked (i.e., vacation, compassionate, sick leave, etc.). In many cases, maternity leave becomes termination of employment.

(e) Equal pay for women

Essentially all jurisdictions require equal pay for equal work. However, several prohibitions (e.g. women cannot legally perform heavy lifts) mean that organizations in effect develop male and female jobs (with different pay levels) even though there are only minor variations in the respective job descriptions. In the traditional clerical areas such as typing and secretarial, the equal pay provision has created a wide range of exclusively female positions.

(f) Health, safety, and comfort

The various federal and provincial acts generally contain special provisions for women, young boys and girls. Without a doubt, these provisions have contributed to dramatic reductions in the exploitation of the lowest levels of the work force. However, the importance of such legislation had declined in recent years of full employment, changing attitudes, and rising education levels.

(g) Economic implications

In many of our interviews, both public and private officials expressed concern about the cost implications of equal pay for equal work on a job evaluation basis. (a) In the public sector, additional tax levels would be required. (b) In the private sector, many employers state that competition from low wage areas overseas is so severe that they could not compete if Canadian wages were increased.

The assumption seems to be that equal pay for equal work will only result in additional costs, not in additional productivity. However, if there is a sufficient increase in productivity through more effective utilization of the women of our country, then any additional costs could be absorbed.

We know of one dramatic example: a job enrichment program in an organization predominantly employing female clerks increased productivity by over 50% in less than twelve months. This was accompanied by a significant reduction in turnover and decreased training costs.



## VI COMMENTS ON OVERSEAS LABOUR LEGISLATION

We made no attempt to exhaustively study the impact of proposed and existing legislative practices in other countries. However, we did identify three overseas examples of how legislative action can create a significant move towards equality of opportunity for women.

### (a) In Britain

At present, equal pay legislation in Britain is comparable to Canada. However, a joint study group representing the Confederation of British Industry, the Trade Union Congress and the government will soon put forward recommendations on equal pay for the country's eight million female employees.

The question is simply how and when the equal pay scheme is to be implemented. It is assumed that the issue will figure prominently at the elections to be held within two years, and that women will receive equal pay by the middle of the next decade.

Estimates of the cost range between 3% and 6% of Britain's annual wage bill. The exact way in which equal pay for equal work will be determined is still not completely settled. The Confederation of British Industry, (an employer's group) backs the simpler principle, upheld by the Treaty of Rome, which provides for equal pay for the same work; the Trade Union Congress is in favour of equal pay for work of equal value, and the government is still uncommitted.

### (b) In the United States

Title VII of the Civil Rights Act requires employers, labour unions and employment agencies (with a few exceptions) to treat all persons without regard to their race, colour, religion, sex or national origin in all phases of employment including hiring, firing, promotion, apprenticeship, and other training programs and job assignments.

To date, Title VII and regulations falling under that statute have been used with great effectiveness in upgrading the status of Negroes in the field of employment. Progress has been so rapid that in January, 1969, a federal panel in a case involving a company in Milwaukee ruled that the





employer must actively seek minority workers, and all their government contracts would be cancelled unless they took active steps to do so.

The success of Title VII in the United States will be highly relevant to future labour practices in Canada. This is not to imply any persecuted minority groups - Title VII really demonstrates that Federal authority can compell rapid and substantial changes in a country's labour practices.

Lack of awareness by Canadian employers of the impact such legislation can have on them means that any change must be accompanied by an extremely active educational program. The international companies and unions operating on both sides of the border may be among the first to become aware of Title VII-type legislation and its implications.

#### (c) In Russia

In capitalist Russia, women were extensively employed in the most backward and lowly paid trades. Women and children received no more than half the male wage for the same work.

But dramatic legislation came in 1917. On the fourth day after the October Revolution, an 8-hour working day was introduced, together with restrictions on overtime, and the prohibition of night work for juveniles under 16 years. Legislation on October 31, 1918 provided for grants to expectant women, together with grants for the nourishment of the child and payment for leave of absence during pregnancy and childbirth. A decree on May 17, 1919 stipulated that free food was to be distributed by the local authorities to all children under 14 years. Women who were the sole breadwinners for dependent children under one year of age had job priority over all other employees, and expectant mothers could only be dismissed in exceptional cases (and by special procedures).

The staggering and incontrovertible fact is that such legislation in a few years swept away the accumulated prejudices and practices of centuries, and secured equal status and conditions for women.





## VII CANADIAN EMPLOYMENT TRENDS

Statistically, the following examples (and similar ones known to our staff) are rare events. They come from both the public and private sectors, and, as in the past, the trend setter appears to be the public sector. An interesting - and highly significant - common feature is that all cases known to us occurred in the last four years. A second feature is the increasingly liberal attitude (particularly among the younger managers) to women in managerial positions. A third is the increasing frequency of such cases.

### 1) A large packaged goods manufacturer

The training program for their first woman marketing specialist (a recent MBA graduate hired in open competition) was the same as all their previous marketing trainees. The woman spent six months in the field with the sales force (all male) and met no more daunting problem than a startled store manager. This organization had never previously hired a woman at this level in the past half century in either Canada or the United States.

### 2) A major government agency

A woman in charge of staff services was, after due process, promoted to the top position of a large unit with over 1,000 clerical, technical and professional employees. She now holds one of the most senior level jobs of any woman in Canada. In discussions with her male associates (all her immediate subordinates are male), they concurred that a valid and logical choice had been made, and that they had no problem working with her. (This woman did not work her way up through the organization, but rather came into her previous position from another setting; we believe this to be significant).

### 3) A small, private, professional organization

The policy is to promote and pay on the basis of ability to do the job only. The original intention was to ensure that the most effective individuals would operate at the most senior levels, but it had two interesting by-products. (a) One of the clerical staff had quite exceptional capacity and knowledge of the working environment and was as effective in a junior professional position as someone straight



out of university. The result was a promotion and a successful work pattern.

(b) The organization's educational policy is to pay 100% of all courses fairly closely related to the job. This again was aimed at allowing professional staff to complete post-graduate work, but it also resulted in a female clerical person going to university as an evening student. After two years she obtained a bursary and loan which enabled her to continue her studies on a full-time basis; she returns to the firm as a graduate later this year.

4) An international advertising agency

On revising their compensation program to "pay for results", they discovered that a female television producer in Montreal was being paid approximately two-thirds the rate of her male counterpart in Toronto. Although the market did not force them to do it, they elected to pay equally for the two positions.

5) A very large hospital

The chief orderly is a woman, and is apparently the only woman holding this type of position in the country. There was some discussion and some confusion when the appointment was made, but the situation settled rapidly and both superiors and subordinates concur that the right choice was made at the right time.

6) A public agency

Following a reorganization, it was unanimously agreed that the top candidate for a new third level management post should be a woman. This particular woman belongs to a minority group, is divorced, and does not have the formal education normally expected.





## VIII

## THE SURVEY

### (1) The Survey Process

The following notes (down to the survey findings) should be read in conjunction with the Technical Appendix at the end of this volume.

### (2) Survey Limitations

These have already been mentioned earlier in the report, and will be mentioned again in the Technical Appendix at the end of this volume, and the cautionary note at the beginning of Volume 2.

They are stressed because one of our obligations is to give non-statisticians an honest assessment of the quality of these statistics. There is no note of apology in the remarks; this survey had to be based on a judgment sample and the client presumably relies on the judgment of the consultant (or else the consultant does not secure the contract). We believe that these figures are as much as could be done for the budget; we stress their limitations and conclude with the analogy that one does not expect a Cadillac for the price of a Volkswagen.

### (3) Definitions

As will be seen in Volume 2, neither the sample units (in this case, local divisions or plants of large organizations), nor the actual organizations could be defined with any precision. The units were local only in that they were restricted to one geographical locality; in this sense the head office of a national (or international) organization was local. Further, the divisions may be separate only in an administrative sense; it was frequently apparent that the head office of one organization might have more in common with the administrative staff of one of its own plants than with the head office of another organization. Conversely, since only one to three divisions within each organization were sampled (and these haphazardly), it frequently happened that the only possible comparison would be between a clerical unit in one and a factory unit in the other. Again, it could quite conceivably happen that the local divisional unit we sampled in a particular organization was not representative of its national division (or of any other of its local divisions).



In addition, there were major problems in classifying the different organizations, either by area or by industry. The main problem with area classification is that large companies tend to have branches in several provinces, and hence there may be a different answer depending on whether the classification is by province of head office or province of largest plant - and both cases further over-simplify, by omitting all the branches of all the other provinces. Similarly, the main problem with industry classification is that the industrial groups are so broad that the one organization may with equal justification, be placed in any or all of up to 3 categories.

In general, definition breaks down because these categories are not mutually exclusive. Without precise definition, it is impossible for the survey designer to stratify, and hence impossible to build up population estimates.

#### (4) Type of Survey

This survey was based on a judgment or purposive sample, a non-probability method which is not intended to give answers with a measurable degree of precision (such as a representative and mathematically random sample).

As a demonstrably accurate sampling technique, it can be argued in this case, that judgment sampling is even worse than quota sampling because:

- (a) the various population strata were not predetermined and,
- (b) the various population strata are not mutually exclusive.

Hence it is impossible (even in principle) to derive estimates for the aggregate population, or to estimate how far the sample results are likely to deviate from the population parameters. The major advantages of the method are convenience and economy; it also served as a frame of reference for our consulting experience. In the present situation there was virtually no information available and the cost of securing accurate and quick quantitative data would have been prohibitive. (Proof: it could not be secured from the Dominion Bureau of Statistics).





(5) Representativeness

Within the universe of Canadian organizations (which is itself undefined), it can be seen that the sample is non-representative because:

- (a) It concentrates on those employing relatively large numbers of women.
- (b) Ontario appears to be seriously over-sampled. (The reasons are (i) many national organizations have their head offices in Toronto, and (ii) because our head office is located in Toronto, we sampled more heavily there).
- (c) The Atlantic provinces, the Prairies and British Columbia are under-represented.
- (d) Among the industrial categories, transport, finance, and public administration are over-represented.
- (e) Agriculture, other primary industry, manufacturing, and construction are under-represented.
- (f) In the light of these deficiencies, it is felt that Quebec being represented in the correct proportions is due to chance (or to the attention of a benign Providence).

(6) Benchmarks

In any survey, the data should be tested for consistency with some external source which is known to be true, independently of the survey. This is called benchmark data. Our benchmarks were the Canadian work force statistics published by the DBS in February, 1969. These may be rough - in fact, they will be if the number of organizations in each area or industry does not parallel the corresponding numbers of employees - but they were all that could be secured at short notice. In addition, a comparison of sampling units with work force statistics will be extremely rough simply because there were too few sampling units, - a switch of a unit from one of the 5 regional areas to another means a sample difference of 3%. (It would have been possible to overcome this to some degree by translating the sample unit figures into members of the work force, but this seemed a cumbersome way of again proving that the sample was not representative).



(7) Quotas

We previously said that the sample was not representative. Hence, by implication, in a quota sample, the area and industrial quotas would have been incorrect. This is even more dramatically demonstrated in the organizational analysis, where private enterprise represents only 14% of the total. However, these are not defects in the present judgment sample (since it does not aim at population estimates).

(8) Sample Size

Many people are under the impression that a large sample is more accurate than a small one. This is not true at the level at which surveys are conducted. (it obviously becomes true when the sample size is extended to 100%, but then the result is termed a census). A sample must be of an adequate size, but also it must be representative of the universe being sampled. Had this been a probability sample, then the 57,000 persons (or 0.72% of the work force), would have been an inefficiently large sample. In the present situation, one can only remark that the number of respondents seems adequate.

(9) Raw Data

In every case this consists of a questionnaire on a foolscap page, plus an attached handwritten sheet. The questionnaire is headed by two identifying and descriptive sections and the third section is a mixture of pre-coded and open-ended questions (which generate the handwritten sheet).

Questions 1-12 of the completed questionnaires are a mixture of absolute numbers (i.e., where all the information is precisely available and the respondent is prepared to supply it) and blank spaces or percentages (i.e., where the information was not available, or the respondent was not prepared to estimate the data in percentage terms). Questions 13-22 are open-ended questions which generated the handwritten sheet.

(10) Standardized Data

1. To preserve our undertaking that the information secured from the employer organizations would be kept confidential, the first two sections of the questionnaire were removed from the duplicate copies sent to the Royal Commission.





2. Since the raw data had been a mixture of absolute numbers and percentages (which are difficult to compare), everything except the "all" columns were reduced to percentages. These had been collected in terms of a range or band of percentages, and this range or band was structured to yield a normal distribution. Specifically, the ranges were:

0 -	1%
1 -	10%
11 -	25%
26 -	50%
51 -	75%
76 -	90%
91 -	99%
99 -	100%

3. The problem of differing error margins for skewed distributions for particular organizations was dealt with by the internal office staff as part of the quality control operation.

4. Once the questionnaires had been reduced to normal form by these procedures, they were typed and carefully checked before inclusion in Volume 2 of this report, as were the answers to questions 13-22.

#### (11) Vignettes

The survey yielded nearly fifty questionnaires from respondent organizations, of which 36 are included in this report. However, because this could not be a representative sample, these questionnaires cannot be tabulated to give average answers for each question. Every questionnaire must in that sense stand alone. Hence, we have referred to them as vignettes - short descriptions of a particular local situation. The aim will be to make an internal comparison of the status and employment patterns of females and males within each section or division of each organization; it would be invalid to attempt either to compare one profile or vignette with another, or to attempt a generalization based on all of them.



## IX SURVEY FINDINGS

In this type of survey, the primary interest is in the individual patterns that emerge from each questionnaire. We would prefer to complete this pattern analysis for the reasons given in the preceding section and the Technical Appendix. However, at the request of the Commission, we have instead included summary tables of the data (see Volume 2) because we feel that, if these questionnaires are to be summarized, it is probably better that this be done by those who are most familiar with the survey.

The following material summarizes and contrasts the patterns of male and female workers in three broad organizational groups, namely,

civil service  
crown corporations  
private enterprise

It would have been equally possible to analyse the male-female patterns in these organizations by region or by industry. The former was rejected because we did not believe that the Federal government would be interested in a regional analysis; the latter because the base numbers were too small for an industry analysis.

### (1) Sex

(a) In crown corporations there were actually more women than men covered in the survey. (b) In all three groups the proportion of women to men was much higher than would have been the case among a representative cross-section (because we were asked to survey firms employing at least relatively large numbers of women).

### (2) Age

(a) For each of the three types of organizations and for any of the three age groups, women tend to be younger than men.

(b) More than half the women are under 30 years old in crown corporations and private enterprise, but they are somewhat older in the civil service.





(3) Education

(a) The ratio of males to females are surprisingly similar for each of the 5 educational groups.

(b) There are a highly significant number of more highly educated males in the civil service, and a significantly greater number in crown corporations but, in private enterprise, the male-female percentages are the same for all 5 educational levels.

(4) Job Category

(a) In no case did the percentage of female managers or professionals exceed 1%, whereas the corresponding male figures were in the 1-10% range.

(b) In all cases the biggest percentage of women are clerical and, for men, service is the largest category.

(5) Salaries

Due to non-response, the salary information was so fragmentary that no summary tables could be prepared. This is a defect in the survey results, and one which cannot be remedied at this stage. However, it may be instructive to list what we believe to be the main reasons, which were:

(a) Managers within organizations feel that this is significant information and will not willingly divulge it.

(b) We could not compel respondents to answer these questions.

(c) Many of the gaps are due to the organizations' lack of knowledge. (This is not to imply that the salary of any given individual is unknown, but that the average figures for a group cannot be secured without more time and expense than the organization believes to be warranted).

(d) Some organizations felt that salary information based on our six-fold job classification was simply misleading. A reader would correctly observe that women or men were being paid different salaries within the same job category and would conclude that this was evidence of discrimination. The differences could equally well be due to different specific jobs being included within a wider job category, or to different groups of people



having different lengths of service within the organization, or to a variety of other factors.

These reasons are not intended to be in order of frequency or importance, nor to lay the blame at the door of the respondents. We tried to secure the information and failed. Some of the history of our varied attempts can be seen in the section headed Pilot Questionnaires in the Technical Appendix. From experience, we state the cold fact that information on salaries is both difficult to secure and difficult to interpret.

#### (6) Length of Service

Regardless of the form of organization, men tend to have worked in it twice as long as women.

#### (7) Tenure

The survey information was too fragmentary for general conclusions to be drawn. However, it is commonly believed (i.e., mainly by people in personnel) that women tend to have longer tenure than men in a given position.

#### (8) Average Pay

As already mentioned, we were unable to secure accurate salary information. However, it appears that indirect pay or fringe benefits of some sort are always included in the pay package, and that fringe benefits amount to anywhere between 10% and 35% of the total, regardless of the organizational group.

#### (9) Income over \$12,000

Whether in absolute terms or as a percentage of their sex employed in a sample unit, it appears that a far smaller percentage of women than men make over \$12,000, and that, in many organizations, none exceed this figure.

#### (10) Personnel Practices

None of the organizations reported differences in bonuses, but virtually all had some differences in overtime, holidays, pensions, insurance, sick leave, and





minimum pay. A majority employed part-time workers; mostly women who worked in clerical, secretarial and general service positions (together with some summer project work by students, who were generally male).

(11) Recruiting, Training, and Promotion

There are differences in the recruiting, training, and promoting of women as opposed to men, and these appear throughout the civil service, crown corporations and private enterprise.

(12) Maternity Leave

Most organizations permit female employees to take maternity leave and then return to their jobs after a reasonable period. However, there is wide variations in the length of time they are permitted to take, their salary and seniority continuance, and their hospital and medical benefits.

Six organizations operate on the basis that extended leave for any reason, including pregnancy, is cause for termination. Five of the six are willing to re-hire, but without service credits.



## X ASSOCIATED FINDINGS

The dedicated feminist who argues that women are a persecuted minority group has first a semantic problem in explaining how a group comprising more than half the total population can even be called a minority. However, he might re-state the case by arguing that salaries are determined by group cohesiveness, and that women handicap themselves out of a strong bargaining position because, for a variety of reasons, they do not present as united a front as men.

Attitudes to women were frequently encountered in the course of this survey (and our general consulting). Some of these verbalizations are summarized below with a minimum of comment:

### (a) Attitudes and stereotypes

#### 1. Women are "until" workers

Women were viewed by their companies as short term workers. Young women entering the labour market worked "until" they were married; "until" they had a family; "until" they attained short-term economic goals. This short-term employment cycle made management reluctant to spend time and money in their training and development.

"We look at women in the company as being members of one or two camps - career or clerical. The clerical group are working for one or both of two specific objectives - a husband and money. The career girl is not identified as such until age 30 because she is thought to have clerical girl aspirations". (Personnel Director).

The "until" barrier was thought to be strongest among employers of large numbers of young females. It could be argued that the anticipated high turnover among this young group handicaps them when senior management is considering women for advancement.





Although no statistical data were obtained to either support or deny the validity of the "until" barrier, a study undertaken in 1965 of the Public Service of Saskatchewan suggests that any analysis of turnover should include both service and job tenure. In Saskatchewan (as in most organizations) long service statistics are predominantly males, but they are often predominantly female when tenure in specific positions is considered. A similar study in Manitoba supports these findings.

## 2. Willingness to assume responsibility

"In many cases, it's the girl who discriminates against herself - by being unwilling to assume responsibilities" (Female Personnel Director).

"There is an unwillingness among females to assume responsibility" (Male Personnel Director).

"We have posted jobs, but women don't apply" (Personnel Supervisor).

"Women are afraid of sticking their necks out" (Female Municipal Politician).

"Women are unwilling to be courageous enough to take on unpopular decisions" (Female Personnel Director).

## 3. "Women work by the book"

However, as is frequently the case in attitude investigations, the contrary attitude is held equally firmly (and often by the same people).

"Girls feel they have to conform much more rigidly to company regulations. Girl supervisors stick with some regulations that make them unpopular, but they feel they have to enforce the regulations or they'll be criticized" (Female employee).



"I think perhaps, with the girls, if there is a rule there, they stick with it, whereas men sometimes ignore it when it seems convenient" (Male manager).

"Girls have a tendency to go by the book a little too much. They have a tendency to be 'right', to go by the book, to look at things in black and white without any areas in between" (Male Manager).

#### 4. "No one will work for a woman"

"Women don't like to work for a woman because it is contrary to our tradition of a heterosexual society. Men don't like to work for women because the traditional male-female roles are reversed" (Personnel Director).

"Leadership is a male characteristic" (Hospital Director).

"Industry is the mirror image of our society" (Vice President, Personnel).

However, the respondents admitted that, where they had women managers, the male subordinates worked well and appeared unconcerned about their subordinate role.

"Once appointed, female supervisors are accepted - getting appointed is the problem" (Male Personnel Manager).

"There is no barrier because of males reporting to females. We have a district supervisor to whom male principals report" (Female Personnel Supervisor).

#### 5. Lack of mobility

In most major companies studied, employees must be prepared to relocate if they are to be considered for promotion. The unwillingness or impracticability of transferring women from city to city is a barrier to their promotional opportunities. Resistance to such moves stem from such factors as social ties and family responsibilities. Field trips, where men and women travel together, were also considered to be a barrier by some companies.



6. Society dictates the role of women in business

"Our line managers live in society - and society sees women in a subordinate role. Thus, managers are preconditioned by a process that started in school and which has been reinforced by such forces as T.V., advertising and other media" (Vice President, Personnel).

"Our senior management are men who are married to women who cannot balance a home budget. The men, therefore, look at all women in business in the image created by their wives. This will change. The young upcoming manager is, more often than not, married to a university graduate, who sees her role in a much different way. Maybe then women will not be blocked" (Female Personnel Director).

7. "Certain jobs are MAN jobs"

"We don't appoint female Vice Principals in our secondary schools because their prime job is one of discipline. Therefore, you need a strong, male, father image" (School Board Administrator).

"As a matter of policy, we appoint a female Vice Principal to each secondary school because she disciplines the girls" (School Board Personnel Supervisor).

Our study revealed that the identification of jobs as being "male" or "female" is a reflection of history. In the new technology - such as computer programming - women are considered as equals from the point of view of income and promotional opportunities.

Our study also revealed that the sex image of certain jobs is strongly enhanced by corporate advertising. Airline advertising always shows the flight deck crew as being male - with strong "father image" overtones. Yet, during World War II, women pilots were employed by Ferry Command.





The same apparent contradictions emerged in our study of hospitals.

"Emotionally oriented jobs - such as nursing -- are filled by women. The business side of hospitals is male" (Hospital Director).

However, top administrative jobs are filled by women - and with great success in two hospitals that we studied.

#### 8. "Women lack ambition"

We encountered only one organization that attempts to determine the ambitions of its female staff. Annual reviews are conducted with all 18,000 personnel (of whom 12,000 are female), asking them about their interests and ambitions. Following this, appropriate training programs are given to those expressing interest.

In a majority of cases, ambition levels seem to be related to length of service. If a female employee stays with the company for a period longer than normal, she is identified as having ambitions, and thus worthy of training for promotion.

#### 9. Pregnancy

The expenditure of training time and money for young females is often curtailed because of the assumption that women will soon become pregnant and leave the organization.

This barrier is strengthened in many organizations through their lack of pregnancy leave. Generally speaking, organizations have not yet reacted to the impact of birth control and its effect upon service and job tenure.



(b) The successful female manager

We interviewed successful senior female managers and professionals. As might be expected, these women tend to be intelligent, conscientious, organized and well educated. At least three-quarters of them were frankly surprised at our interest in the status of women in the field of employment. Their general attitude was that since they personally have achieved senior levels, then obviously any other woman who really wants to could do the same. When this finding was reported to individuals or groups of women in senior positions the immediate reaction was strongly negative. In some cases, after discussion, they allowed that the finding was accurate and their immediate "high protest" reaction was perhaps because they did not have much energy left over to worry about others.

(c) Women and executive recruitment

One of our own consultants has been engaged in executive search and executive consultancy work in Toronto and Montreal for the past 10 years. During that time, it is his impression that he has been associated with about 2,000 assignments. We asked him to summarize the pattern of the positions where either the employer specified women as preferable candidates, or where the position was left open.

The salary range of these positions (in constant dollars over the 10 year period) was between \$6,000 and \$50,000. Only 3 of the approximately 2,000 assignments specifically asked for women. One client wanted two women to train in sales so that they could sell automobiles to wives of executives. Another wanted a woman (with interior design or equivalent background) to demonstrate a line of wallpaper; and another client wanted a woman to serve as a buyer of children's wear. Women candidates might have been considered in a handful of the other assignments, but none was actually interviewed by the employer.





The external recruitment of women by employers is not as low a proportion as indicated by this impression. However, it seems significant that in such a competitive recruiting situation for specific intermediate and senior positions, employers expect men (and executive search consultants find them).

We discussed the above results with other executive search consultants, and they stated that they did not find indications of specific discrimination against women. Most stated that male candidates, in addition to being far more plentiful, were also better qualified. That is, at a given age, they had more experience and were considered to be better candidates.

We believe that the above findings support our general conclusion that in the private sector (which is almost the only user of executive search consultants) women do not hold senior professional or managerial positions in meaningful numbers and hence are not available as candidates.



## XI RECOMMENDATIONS

### (a) Protective Legislation

We recommend that all protective legislation regarding women in the field of employment be withdrawn. The general regulations now applying to men would not negatively affect women if they came under the same provisions.

Maternity leave is the only area that might require special consideration. Current legislation seems to be unduly restrictive and rigid in time limits, for both the employer and the employee. Legislation should be developed which would give compassionate leave to all employees. From a straight cost-benefit point of view, it may be cheaper for employers to pay women during their maternity leave than to train new employees. We recommend that formal cost-benefit studies be considered in this area.

### (b) Equal Pay for Work of Equal Value

We recommend the development and enforcement of legislation which would aim at equality of pay for work of equal value in any given organization or setting. Great care must be taken lest individual employers (or group of employers) are economically penalized by the program.

### (c) Equality of Opportunity in Employment

We recommend that vigorous steps be taken to enforce current equality of opportunity legislation.

Some trends are already apparent, although they do not specifically relate to women. For example, Ontario is now prohibiting the use of ages in advertisement for employees.

### (d) Health, Safety and Comfort

We recommend that existing health, safety and related legislation be more actively enforced. Our survey indicates that the legislation itself is adequate. However, enforcement appears to be uneven, and there are still many instances where small employers, in particular, do not comply.



(e) Day-Care Centres

We recommend that an extremely active program be undertaken to develop and build day-care centres. There are too few of them, and many of the existing day-care centres are not sufficiently convenient or well-run. Schools should also be encouraged to provide facilities to allow children to remain in the school building under supervision during the working hours of parents.

(f) Retraining

We recommend that facilities for training and retraining must be part of any integrated program towards achieving full equality of opportunity for women.

(g) Individual Taxation

We recommend that what we consider to be discriminatory taxation be removed from married women. At the very least, a woman should be permitted to earn as much as a child before she ceases to be legally dependent on her husband. Careful consideration should also be given to the implications of allowing women to deduct the cost of additional child care from their taxable incomes when they return to work.

(h) Public Education and Information

We recommend that any changes be accompanied by an extensive public information program aimed at the whole community from the individual to the major organization. All sectors of the public must be challenged to evaluate their attitudes to working women.

(i) Supplementary Studies

We recommend that studies be conducted to determine:

(1) whether there are specific physiological differences between men and women which have employment significance.

(2) if children are adversely affected by the





absence of a mother at work.

(3) if the cost to the community of providing child care facilities for working mothers is likely to outweigh the income these women would earn if they worked.

It may also be possible for the Dominion Bureau of Statistics to provide more extensive information.

## XII GUIDELINES FOR IMPLEMENTATION

Throughout this report we have attempted an integrated assessment of the problem of women in employment and we believe also that this should be taken to the implementation of any recommendations. A piecemeal approach may limit opportunity for women in the long term.

Although we do not wish to push the parallel too far, it can be predicted that the adjustment for Canadian employers need not be as traumatic as some in the United States with their Negro work force. However, if legislation comparable to Title VII is passed and fully enforced in Canada without an active educational campaign aimed at employers, the adjustment will be more difficult.

Employers' rates of response to legislation will tend to be slow. Short-term disruptions could seriously harm individuals as well as a wide range of employers. Particularly in the urban areas, a very high proportion of families require the income of one or more females for economic security.

Finally, we must emphasize that employers are simply not aware of the extent to which they may be held to discriminate against women. The discrimination is not of a personal and vindictive type, but rather one of misinformation and even naiveté and outdated attitudes.



## APPENDICES



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TECHNICAL APPENDIX

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Exhibit A: Questionnaire

Exhibit B: Interviewers instructions

Exhibit C: Non-response letter (Royal Commission)

Exhibit D: Non-response letter (Hickling-Johnston)



## TECHNICAL APPENDIX

### 1. Aims

This appendix will:

- a) describe the quantitative and qualitative aspects of the project.
- b) explain how different steps were done.
- c) sketch the reasons for certain courses of action.
- d) comment on the strengths and weaknesses of the resulting figures.

### 2. Rationale

Given the specified objectives of the research contract, it is obvious that a census is the only completely accurate method of securing the required information. But a census is so expensive that even the Canadian Government can only afford one every 10 years. Hence both the Royal Commission and Hickling-Johnston Ltd were committed, firstly, to the survey method of investigation and, secondly, to the balancing of an equation relating the quality of the statistics secured and the cost of securing them.

### 3. Research Design

The difficulty in securing hard data dictated a fairly general purpose to the investigation. Specifically, we hoped that familiarity with the phenomenon of the status of women in employment in Canada would allow us to describe the situation and to formulate hypotheses. Hence the design was planned to be flexible rather than statistically reliable. This was to be an exploratory project, to yield a "flavour" of the problem and to generate insights for subsequent, more rigorous, investigation. It was not intended to be a statistically defensible study.





#### 4. Method

Exposure to the phenomenon of the status of women in employment was sought through:

- a) An examination of the literature of this and other countries.
- b) The accumulated business experience within Hickling-Johnston both here and overseas.
- c) The recent and intensive experience of 7 senior consultants who worked on this project over the past year.
- d) The questionnaire replies of nearly 50 of the more influential organizations in Canada.

#### 5. Sample

The original intention was to survey a representative national sample of approximately 50 organizations. These were to correspond to the geographic and functional distribution of women in the labour force (except those employed in the classified Federal Public Service, department stores, and universities). Further, they were to be stratified by the following organization categories (which include both service and secondary manufacturing organizations):

- (i) Federal Crown Corporations
- (ii) Provincial Governments
- (iii) Utilities, both public and private
- (iv) Municipal Government
- (v) Primary and secondary school systems
- (vi) Hospitals
- (vii) Large national private employers
- (viii) Small national private employers
- (ix) Regional or local private employers



However, the answers in this report should not be construed as having the validity of a representative Canadian sample. This was rendered impossible even in principle when results from public corporations in Quebec and Alberta were excluded (thus affecting the results for provincial and municipal government organizations). Further, it should not be construed as having the validity of a sample of the remaining provinces. Obviously, the 9 categories of organizations in each of the 10 provinces constitute a matrix of 90 cells and the contract called for data from only 50 companies - or slightly more than 1 company for each 2 cells of the matrix. Finally, the data should not be construed as relating to all the employees of any or all of the organizations; our questionnaire indicates the geographic location and the particular division or section of each organization. (Time was a limiting factor. In addition, several organizations felt that, by providing figures out of context, they might be exposing themselves to invalid criticism).

However, within the imposed limits, this study contains both typical and atypical organizations and yields clearly differing employment patterns for women in a wide range of occupations and localities. The organizations that have been questioned are mainly large ones, who substantially determine the wage pattern of the economy. In other words, their importance is proportionately larger than their numbers.

## 6. Pilot Questionnaires

The questionnaire finally used was the fifth separate attack on the problem. The first two versions attempted to secure information from individual employees; in the remaining 3 the attempt was made with employer organizations.

The first line of attack (i.e., to secure the information from individual employees) was abandoned because:



- a) the questionnaire was too long.
- b) the return rate of questionnaires was too slow.
- c) too few respondents completed it.
- d) too many respondents misunderstood it.

The second line of attack was to secure the information from individual employers. The third and fourth questionnaire versions were abandoned because:

- (i) the questionnaire was too long.
- (ii) it could not cover all relevant areas.
- (iii) too few respondents possessed the information.
- (iv) too few respondents would release the information.

In short, retaining the self-administered questionnaire but changing the information source from the individual employee to the organization that employed him did not (of itself) close our information gap. It merely shifted the reason for the DK factor (i.e., the "don't knows" or blank spaces) from the employee's frequent lack of motivation and inability to understand the questionnaire to the employers' frequent lack of information (which was very real and could only be overcome by the expenditure of large amounts of money and time) and fear that information could rebound against him. An attempt was made to reduce the non-response of some selected firms by the use of a letter from the Royal Commission requesting co-operation (see Exhibit C) but this was largely unsuccessful.

When the third and fourth versions also failed, the entire problem was re-thought once more. Several encouraging elements had emerged. Firstly, more information was being secured from employers than from employees. Secondly, the amount of information became dramatically larger as the questionnaire was shortened. Thirdly, a consultant brought back much more information than a self-administered questionnaire. Fourthly, it was apparent that in many cases the information was not available in precise quantitative form.



Fifthly, it was felt that many more employers would co-operate if they were convinced (i) that they could not be identified, (ii) if unwarranted conclusions were not drawn from their statistics, and (iii) if there was some mechanism for at least expressing their disagreement with our conclusions if they felt this to be necessary.

## 7. Questionnaire

In the final version, the procedure was changed from a self-administered questionnaire to one administered by a senior management consultant. In addition, the original 29 pages has been reduced to a single sheet of 3 sections (see Exhibit D). The first section is devoted to internal control and identification of the survey, the interviewer, and the dates, etc. The second identifies and describes the contacts and characteristics of the respondent organization. These top two sections form a tear-off sheet, and have in all cases been removed from the completed questionnaires included in this report. The third section contains the status data, and is itself divided into 2 parts. Questions 1.1 to 12.3 are pre-coded for very short answers; answers to 13-22 require more extended treatment and have been typed on an accompanying sheet.

In addition to shortening the questionnaire, increasing the range and the precision of the questions, and providing for confidentiality and for qualitative answers, the final version also attacked the non-response problem by seeking answers in relative or percentage terms where exact numbers either did not exist or could not be secured in time.

This probe for relative answers was structured to give a normal error curve. Specifically, the ranges were:





0	-	1%
1	-	10%
11	-	25%
26	-	50%
51	-	75%
76	-	90%
91	-	99%
99	-	100%

The problem of differing error margins in skewed distributions was dealt with by the central office staff on an individual basis; interviewers did not attempt to solve it in the field.

#### 8. Interviews

The senior officer within each organization was first contacted (so that the questionnaire would be distributed downwards with the maximum authority). Appropriate contacts were then made at a lower level, usually in the personnel department. A consultant visited the organization at an appointed time, and secured all possible information at an extended interview. Blank spaces were successively filled by repeat interviews, telephone calls, and letters.

#### 9. Interviewer Instructions

All interviewers were given an initial training session lasting a full afternoon. This was based on a 7-page set of instructions (see Exhibit B) and dealt with interviewing and recording procedures and with definitions. In addition the interviewers discussed modifications and problems with the survey controller, both in further short planning sessions and by telephone. The aim of this training and written instructions was to achieve maximum standardization of the interviewer as a recording instrument.



10. Interviewer Variability

Until interviewing is done by identical robots, survey answers will always contain variations that are partly due to interviewer effects. The interviewer variations in this survey were not measured, partly because the analytic techniques lost accuracy with such a small number of interviews (i.e., about 50) and partly because about two-thirds of all interviews were conducted by one interviewer.

11. Quality Control

In the course of a survey there is always the possibility of error either (i) by the person supplying the information or (ii) by the person recording it, or (iii) by both. Several checking stages were built into this questionnaire (e.g., the repetition of grand totals and the use of checkable weighted averages) and errors from all 3 sources were discovered and corrected. (This, of course, does not imply that the processed questionnaires were then correct: a questionnaire's internal consistency is a necessary condition for its numerical accuracy but it is not of itself a sufficient condition).

In addition, respondents who had supplied percentages only were repeatedly probed. This frequently resulted in revised percentages which were thought to be more accurate, and in several cases the interviewers eventually unearthed absolute figures which were then precisely percentaged. In other words, the general rule for data hardness was to search for absolute figures as long as there was any possibility of securing them, and then to establish internal consistency within these figures.

12. Processing

The raw data of the completed questionnaires is a mixture of both absolute numbers and percentages. Since a comparison of one questionnaire based on percentages involves a considerable amount of mental arithmetic, the tables have been standardized (or converted to normal form) by converting to percentages all absolute numbers except the "all" row.



Further, the arithmetic and the consistency of the figures has been checked as described in the previous quality control section.

### 13. Non-Response

Non-response is a major statistical problem because the investigator can never be sure that the non-participating sample units do not differ in more than one important characteristic from those that do participate. (he already knows by definition that they do differ in one important characteristic: namely, they do not participate). If in fact they do differ significantly, then their omission may bias the results.

The non-response of an individual organization will not have such dire consequences to this survey, because it was not designed to yield quantifiable material. Here the non-response problem shifts to within the individual questionnaire, and the tactics are aimed at minimising the non-response to particular questions (or, putting the same point in reverse, at maximising the number of completed questionnaires).

It appears that the major reason for non-response (when the information actually exists) is a feeling that the data may be wrongly interpreted in this particular survey. As previously stated, a letter requesting co-operation with the Royal Commission (see Exhibit C) did not affect the response rate. However, the non-response was lowered by a letter from Hickling-Johnston Ltd (see Exhibit D) which undertook to keep secret the names of the organizations. These respondents were not unwilling to help the Royal Commission, but they had no intention of providing information that could be used against themselves. Nor was this necessarily a sign of guilt. A letter from one such organization concluded:

"We have expressed to you our concern that unwarranted conclusions might be drawn from these figures by persons unaware of the facts behind them. For instance the Status Data indicate a difference in pay treatment between female and male at supervisory levels, and it is not readily apparent that the salaries shown are for different jobs.





"In this respect we are most reassured by your letter, and would appreciate indeed seeing a draft copy of the material relating to our organization."

The whole point was that, given appropriate assurances, the above organization shifted in the space of a week from a non-participant to the supplier of meticulous data on 2 different work groups. Other organizations ranged from the release of confidential surveys to the writing of special computer programs which yielded hard data. As a result, we feel that any hard core non-response in our survey is because the information is simply not available.

14. Vignettes

The term "vignette" was deliberately adopted to emphasise the fact that these questionnaires do not constitute a survey in the conventional sense. Each question pattern from each organization stands completely alone. Hence they cannot be linked together in a chain of inference (like the units of a numerical survey) whose end product is a statement such as "for the population surveyed, on the questions asked, the average numerical readings are..."

However, the answer patterns can be compared in several ways, depending on the purpose of the reader. For instance:

- a) for all respondents
- b) between different interviewers
- c) by different organizational categories

However this is done, questions 1-12 are fairly straightforward. Questions 13-22 are more complex, but these notes may simplify the readers' task:



- (i) Questions 13, 14, 15, 16, and 17 may all be answered in the following 6 x 3 matrix:

	Recruitment	Training	Promotion
Managers			
Professionals			
Supervisors			
Technicians			
Clerical			
Service			

- (ii) However, if there is no discrimination by occupational classification (i.e., if the answer is "Yes" or "No" to all of the 6 occupational categories) then the previous 6 x 3 matrix reduces to the following 1 x 3 matrix:

	Recruitment	Training	Promotion
Women			

- (iii) Hence the matrix in (ii) will merely record within group differences relating to policy of recruiting, training, or promoting women; it cannot tell us the between group differences of policy between men and women.



Since questions about discrimination between men and women were not directly asked, no valid direct inferences can be drawn about between-sex discrimination from the answers to this questionnaire. This is an obvious questionnaire limitation; it was adopted because our experiments with earlier versions had convinced us that, faced with the direct question, respondent organizations would decline to answer, and our non-response problems would be insufferable.

15. Statistical Validity

It has been stressed throughout this appendix that these survey results do not constitute a numerical analysis. The "vignette" emphasises this point.

There appear to be a limited number of patterns that are thrown up by the data, and they add a degree of precision to the concept under investigation, but we cannot say which are the most frequent patterns, or what are their precise numerical interconnections, or how frequently they occur.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

## NUMBERS BY AGE

	Female	Male	Total
1.1 under 30			
1.2 31-45			
1.3 over 45			
1.4 All			

## NUMBERS BY EDUCATION

2.1 Unmatric.			
2.2 Matric.			
2.3 Diploma			
2.4 Bachelor			
2.5 Higher			
2.6 All			

## NUMBERS BY JOB

3.1 Managers			
3.2 Profess.			
3.3 Super.			
3.4 Tech.			
3.5 Clerks			
3.6 Service			
3.7 All			

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45			
4.3 over 45			
4.4 All			

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All			

## AVERAGE SALARY BY JOB

	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.			
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1			
-----	--	--	--

## AVERAGE TENURE IN GIVEN POSITION

8.1			
-----	--	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct			
9.2 Indirect			
9.3 Total			

## HOW MANY EARN

10.1 Over \$10,000			
10.2 Over \$12,000			

## ARE THERE SEX DIFFERENCES IN

	Yes	No	DK
11.1 Overtime			
11.2 Holidays			
11.3 Pensions			
11.4 Insurance			
11.5 Sick Leave			
11.6 Minimum			
11.7 Bonuses			

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Proceeds			
12.2 Job mobility			
12.3 p-t employment			

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





# Hickling-Johnston

HICKLING-JOHNSTON LIMITED MANAGEMENT CONSULTANTS

## EXHIBIT B

### ROYAL COMMISSION ON THE STATUS OF WOMEN INTERVIEWERS' INSTRUCTIONS

#### GENERAL

This questionnaire is too complex to be completed unaided by individuals within each respondent organization. Your assistance will be required, and you will be asked to attend an intensive training session (so that all interviewers ask their questions and record their answers in a standard manner.)

In addition to standardized questioning, we depend on you to minimize the blanks, "don't knows", and "not availables" in each questionnaire. These can invalidate a survey as much as non-response would in a statistical operation.

This completed questionnaire will yield 175 bits of separate information, plus 4 open-ended questions that may each be answered by a young book. The questions have all been fitted onto a single page in an effort to help you minimize the non-response; most potential information sources would balk at a bulky questionnaire. Hence, we want you to capitalize on this selling point; stress that it is a single-page questionnaire when telephoning your contact; show it to him early in the interview. Do not mislead him by generalizing from a single-page questionnaire to a short interview (even without interruptions the questionnaire is likely to take at least a day). Try to arrange that your respondent is screened from the telephone for the duration of the interview.

Because the questionnaire is crowded, you should have several practice run-throughs, in addition to the training sessions. As a visual aid, the key questions (in skeleton form) are indicated by CAPITAL letters.

Ideally, all figures should relate to the last normal pay period for March, 1968. If the figures are based on any other period, this should be indicated on the back of the completed questionnaire. Note also that the pre-coded answers should relate to the actual practices followed by the various organizations (rather than their stated policy, which will be dealt with in questions 18-21).



### ENUMERATION DATA

Most of these 9 bits are required for internal office controls. At this stage, all we ask you to record are:

3. Interview number (i.e. 1,2,3.....)
4. Date of Interview

### ORGANIZATION DATA

With one possible exception, all items should be completed. We hold 1-4 to be self-evident; 5 obviously refers to the phone number or extension of our contact. We wish to secure a brief description of the main products or services of an organization, hence an answer may not be necessary to both 6 and 7.

Since it will be generally impossible to secure complete data for an entire organization, please be sure to include the division and/or location of the data you do secure. "Age" refers to the age (to the nearest year) of the organization. Be sure to stress that all information is confidential and that no organization's name will be released.

### STATUS DATA

The first question that should be asked is 1.4 (i.e., "How many female employees have you in the figures we are analyzing? How many males? Then the combined total would be....") Then question 1.1 (i.e., "We would also like a breakdown by age and sex, then probe the questions as a percentage. Note that you should ask for females under 30 years old as a percentage of all female employees (NOT all employees). Note too that the all employees figure relates only to the plant or division you are analyzing.

Having completed 1.1 by proceeding horizontally, then complete the remaining bits of question 1 in the same manner. If you find it simpler to deal with each question in strictly numerical order, then do so. However, it will probably be easier for your respondent if you proceed from question 1 (i.e., numbers of employees by age and sex) to question 4 (i.e., numbers of employees by age and sex and salary). Similarly, it will probably be easier for your respondent if you then proceed from question 2 to question 5 and from question 3 to question 6. We then suggest that the remaining question be dealt with in numerical order.



If possible, questions 7 and 8 should be answered to the nearest month, but, rather than record a DK, we suggest that you take information to the nearest 3 months - estimated if necessary.

Questions 10 and 12 are purposely left indefinite so that you can make a maximum effort to secure some information. For question 11, probe for the over \$12,000 answer, but be prepared to settle for over \$10,000.

We do not expect you to secure separate statistics for both managers and professional employees; we asked the question because separate figures were specified in the contract. However, at a minimum we do require combined figures for managers and professionals.

Since this is still a pilot test operation, we would appreciate it if you could keep a record of the time involved (with time spent on each question if possible). Afterwards, it would also be of great assistance if you made notes about the interview, and suggested improvements, modifications, or deletions.

#### BACKGROUND

Our contract is to:

1. Evaluate the present and potential role of women in the labour force.
2. Evaluate the equality of opportunity for women as compared to men.
3. Assess the extent and effectiveness of the utilization of women's skills and capacities.
4. Review employer attitudes relating to the cost implications of changes in the status of women in the labour force.

in a broad national sample of all employers of women in Canada (except the classified Federal Public Service, department and other retail stores, and universities) with the aim of presenting data on the current status of women in the labour force, identifying trends and making recommendations which, if implemented, would result in an enhancement in status of women and more effective utilization of their skills and capacities.





## INTRODUCTION

The basic assumption underlying the study will be that all individuals should have the same opportunity to achieve the highest possible realization of their individual potential and, where any factor discriminates against an individual, then it is society's responsibility and to society's advantage to attempt to end such discrimination. It is the firm belief that in any organization, political, social, or economic, that only when the individual in that organization can grow, thrive and develop, that the organization itself will achieve maximum possible effectiveness.

The objectives of the study could require almost unlimited resources for their attainment. Practical limits of time and money have determined the approach outlined below. It is believed the findings of such an approach will be valid and can form the basis for recommendations for action.

## RESEARCH APPROACH

The sample chosen will cover approximately fifty organizations in the categories shown below. In establishing the sample, care will be taken to ensure that it corresponds, as far as possible, to the geographic and functional distribution of women in the labour force (excepting those employed in the classified Federal Public Service, department stores and universities).

1. Federal Crown corporations
2. Provincial Governments
3. Utilities, both public and private
4. Municipal Governments
5. Primary and secondary school systems
6. Hospitals
- \*7. Large national private employers
- \*8. Small national private employers
- \*9. Regional or local private employers

\* These categories will include both service organizations, such as banks and insurance companies and secondary manufacturing organizations.



## QUANTITATIVE DATA COLLECTION

In addition to published data, a questionnaire will be developed, tested, modified and then completed through interviews with the organizations in the sample. The questionnaire will attempt to get valid data on areas such as:

1. tenure in given positions
2. length of service
3. distribution by job category  
(see attached definitions)
4. age distribution
5. direct and indirect pay provisions
6. types of positions held
7. recruitment practices
8. promotion practices
9. training opportunities
10. degree of schooling

The questionnaire will compare statistics for men and women in the above categories. The data will be gathered in such a way as to permit full statistical interpretation, if appropriate at a later date.

## DEFINITIONS

Managers are identified by their direction of others rather than by specific prior training or experience.

In the four non-management categories there is generally a decreasing emphasis on formal full-time training, prospects for indefinite advancement, and on the opportunity for independent creative work. There is an increasing emphasis on meeting detailed, fragmented and specific goals.

### 1. MANAGERS

Those senior administrators who spend most of their time planning, directing and evaluating the work of others. They rarely perform work at the level of those they direct. They have a substantial responsibility in the areas of evaluation and discipline, resourcing and development as these factors apply to those who report to them for work assignments. They are at least two or more levels above those who actually do the bulk of the work for which they are responsible.



## 2. SUPERVISORS

Those junior administrators whose responsibilities are comparable to those of managers, but, more often, are directly involved in some phases of the work of those they supervise. Sometimes they serve as team leaders or "straw bosses." At others, they constitute a true "first line" of management in positions such as office manager or foreman.

## 3. PROFESSIONAL

Those engaged in work for which a university degree is normally required or where prior professional registration is required and where such registration is normally given after several years of full-time training.

## 4. TECHNICIANS

Those whose work requires specific skills which can be acquired on the job with little or no training by outside agencies. (Note: Some technicians in a group may have acquired their training on a full-time basis in an institution, but could have acquired it on the job.)

These skills are normally related to professional skills, but are more specific and at a lower level of difficulty.

## 5. CLERKS

Those whose work requires specific skills and training normally attainable in less than a year on and/or off the job. These skills are required in all very large organizations, and centre on the compilation, recording and distribution of recorded information.

## 6. SERVICE (MAINTENANCE AND PRODUCTION) WORKERS

Those unskilled, semi-skilled and skilled employees directly involved in the maintenance and service of buildings or equipment, in the production of goods and the provision of personal service.



7. MISCELLANEOUS

Full-time employees - persons working 35 or more  
hours per week.

Part-time employees - persons working less than 35  
hours per week.





EXHIBIT C

NON-RESPONSE LETTER (ROYAL COMMISSION)

Dear Sir:

In 1967, a Royal Commission was set up to inquire into and report upon the status of women in Canada, and to recommend what steps might be taken by the Federal Government to ensure for women equal opportunities with men in all aspects of Canadian society.

This Royal Commission has engaged the firm of Hickling-Johnston Limited, Management Consultants, to inquire into and report upon the present and potential role of women in the Canadian Labour force, including the special problems of married women in employment.

Your organization has been selected for inclusion in the representative sample of employers. We ask therefore that you extend your cooperation to the staff of the Royal Commission, namely Hickling-Johnston Limited, by designating a responsible individual in your organization with whom we may coordinate this matter.

It is important that this individual be thoroughly familiar with your organization, its personnel policies and practices. We would ask that your designate write or telephone:

(name of consultant)  
Hickling-Johnston Limited  
120 Avenue Road  
Toronto 5, Ontario  
Telephone: 924-7141

Should you have any questions or wish clarification on this matter, please contact the above named staff member.

Thank you very much for your cooperation and participation in the work of this Royal Commission.

Yours very truly,

Mrs. John Bird



EXHIBIT D

NON-RESPONSE LETTER (HICKLING-JOHNSTON)

Dear Sir:

As explained in our 3-way telephone conversation with \_\_\_\_\_ on \_\_\_\_\_, Hickling-Johnston Ltd is particularly anxious to secure your answers to our questionnaire for the Royal Commission on the Status of Women. We realise the problems facing a questionnaire respondent, and you need have no doubts either that the name of your organization will be omitted, or that it will be impossible to identify it from the figures you supply. (As you will see from the attached page of statistical comment -which will appear in the final report - we stress that the data should not be construed as a representative sample of Canada, or any of the provinces, or any of the organizations).

Contrasting employment patterns from different sections of the one organization are quite acceptable, because we will then have evidence on which to argue the moderate thesis that the overall average figures for large organizations can be meaningless statistical abstractions. Your contrasting patterns for \_\_\_\_ and \_\_\_\_ would serve as prime example, and I doubt if anyone would recognise your organization if the figures were restricted to any local region.

While reserving the right to draw our own conclusions from the profiles yielded by our questionnaires, we would be happy to send you a draft copy of the section that relates to your organization. Further, we would undertake to correct any errors we had made, to modify any statements in accordance with your wishes if we could do so in good conscience, or to insert a footnote that the respondent organization did not agree with our statements (in the very unlikely event that we were unable to reach complete agreement).

Hoping that you will be able to co-operate with us, and thanking you for the frank discussion of your reservations,

Yours sincerely,

(Name of consultant)



Volume 2

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### Cautionary Note

It has been repeatedly stated in the report that these summary tables can be highly misleading.

It is impossible either to provide accurate distributions or to state the error margins on these figures because:

- 1) the survey sample was not intended to be representative.
- 2) the survey numbers were too few
- 3) the sample units vary greatly in size
- 4) the sample units are not additive
- 5) the questionnaires are vitiated by high non-response.
- 6) the questionnaire responses are a mixture of absolute and relative numbers (which cannot be added).

In such a situation, category totals are no more meaningful than adding the retail turnover of a national giant like Simpsons to that of a corner grocery store, dividing by two, and calling the result a representative figure for Canadian retail turnover.



TABLE I

## Organizations by Work Force and Geographic Region

Region	Organizations Surveyed		Total Work Force <sup>1</sup>	
	<u>Number</u>	<u>%</u>	<u>000's</u>	<u>%</u>
Atlantic	Nil	0	626	8
Quebec	10	28	2,208	28
Ontario	18	50	2,962	37
Prairies	5	14	1,318	17
British Columbia	<u>3</u>	<u>8</u>	<u>797</u>	<u>10</u>
TOTAL:	<u>36</u>	<u>100</u>	<u>7,911</u>	<u>100</u>

NOTE:

Data were gathered from the Atlantic region and are reflected in the findings. However, no organizations responded with sufficient information to make up a completed questionnaire.

This summary does not indicate the full extent of the geographic coverage of the organizations surveyed. Many of the organizations have operations in more than one region. However, extension of the data to say that it represents employees in all parts of the country can only be done qualitatively and very cautiously. For example, the patterns established for the head office of a manufacturing concern will reflect the entire organization, but only to the extent that personnel policies are uniform across the country. The male-female configurations regarding job category, age, education and salary will probably be distorted because of the likely preponderance of high priced (and perhaps highly educated) males in the head office.

Despite these drawbacks, it can be said that the patterns established are more geographically representative than a cursory examination of the numbers would indicate. With reference to the questionnaire, answers to questions 7 through 22 will probably have some generality. The same is true of questions 1 through 6, but to a much lesser degree.

These comments apply to the representativeness of tables 2a, 2b, 3, 4, 5, 6 and 7 as well as to the above regional summary.

<sup>1</sup>Dominion Bureau of Statistics, The Labour Force, Cat. No. 71-001, Monthly, February 1969, p.8.



TABLE 2(a)

## Organizations by Industrial Classification

Industry	Organizations Surveyed	
	<u>Number</u>	<u>%</u>
Logging	Nil	0
Mining	Nil	0
Manufacturing	7	19
Construction	Nil	0
Transport, Communication & other Public Utilities	8	22
Trade	6	17
Service (i.e., Hospitals, etc.)	<u>15</u>	<u>42</u>
TOTAL:	<u>36</u>	<u>100</u>

NOTE:

The classification used here is that of Miss Cadwell's letter dated 4/11/69.

Because of the multi-industry nature of many of the organizations surveyed, it is difficult, without double counting, to give an accurate industry breakdown in this matrix. For example, Kimberly Clark has been classified in the manufacturing cell while it could just as easily be in logging or trade. Conversely General Foods has been classified in trade while a manufacturing classification is feasible. Gulf Oil and Imperial Oil have been classified in trade and they could also be in manufacturing and perhaps mining.



TABLE 2(b)

## Organizations by Industrial Classification

Industry	Organizations Surveyed		Total Work Force	
	Number	%	000	%
Agriculture	0	0	454	6
Other Primary Industries	0	0	202	3
Manufacturing	7	19.5	1,783	24
Construction	0	0	419	6
Transport & other Utilities	8	22	656	9
Trade	4	11	1,251	17
Finance	2	6	328	4
Community, Personal & other Services	8	22	1,869	25
Public Administration	<u>7</u>	<u>19.5</u>	<u>476</u>	<u>6</u>
TOTAL:	<u>36</u>	<u>100</u>	<u>7,438</u>	<u>100</u>

NOTES:

Table 2(a) shows the organizations by the categories requested by the Commission. However, we prefer the classifications of Table 2(b) because (by the use of the DBS work force statistics as rough benchmarks) it demonstrates that the sample is not representative.

There is an apparent contradiction between the work force total in this Table and that of Table 2(a). The reason is that this Table excludes 473,000 who were unemployed for the week of the survey.

SOURCE:

Dominion Bureau of Statistics, The Labour Force, Cat. No. 71-001, Monthly, February, 1969, p.6.





TABLE 3

## Organizations by Survey Category

Category	Organizations Surveyed
Public Organizations (other than Federal)	15
Crown Corporations (and organizations under Federal jurisdiction)	7
Other Organizations (Private Enterprise)	<u>14</u>
	<u>36</u>



TABLE 4

## Men and Women Covered in Survey

	Female	Male	Total
Public Organizations (other than Federal)	17,152	24,196	41,348
Crown Corporations (and organizations under Federal jur- isdiction)	3,976	3,458	7,434
Other Organizations (Private Enterprise)	3,381	4,729	8,110
TOTAL:	<u>24,509</u>	<u>32,383</u>	<u>56,892</u>



TABLE 5

PUBLIC ORGANIZATIONS

<u>Age</u>	<u>Percentage Distribution</u>		<u>Salary (or Range)</u>	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
under 30	26-50%	11-25%	Not	Available
30 to 45	26-50%	26-50%	"	"
over 45	11-25%	26-50%	"	"
<u>Education</u>				
Unmatric	51-75%	51-75%	Not	Available
Matric	26-50%	11-25%	"	"
Diploma	1-10%	1-10%	"	"
Bachelor	0- 1% )	11-25%	"	"
Higher	0- 1% )		"	"
<u>Job Category</u>				
Managers	0- 1% )	1-10%	Not	Available
Professionals	0- 1% )		"	"
Supervisors	0-10%	11-25%	"	"
Technicians	1-10%	1-10%	"	"
Clerical	51-75%	26-50%	5,000	5,000
Service	1-10%	26-50%	"	"





TABLE 6

CROWN CORPORATIONS (and others  
under Federal jurisdiction)

<u>Age</u>	<u>Percentage Distribution</u>		<u>Salary (or Range)</u>	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
under 30	51-75%	26-50%	Not	Available
30 to 54	26-50%	26-50%	"	"
over 45	1-10%	11-25%	"	"
 <u>Education</u>				
Unmatric	26-50%	26-50%	Not	Available
Matric	51-75%	51-75%	"	"
Diploma	0- 1%	0- 1%	"	"
Bachelor	0- 1%	1-10%	"	"
Higher	0- 1%	0- 1%	"	"
 <u>Job Category</u>				
Mangers	0- 1% )	1-10%	Not	Available
Professionals	0- 1% )		"	"
Supervisor	1-10%	11-25%	"	"
Technicians	1-10%	1-10%	"	"
Clerical	76-90%	11-25%	"	"
Service	1-10%	51-75%	"	"



TABLE 7

OTHER ORGANIZATIONS  
(Essentially Private Enterprise)

<u>Age</u>	<u>Percentage Distribution</u>		<u>Salary (or Range)</u>	
	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>
under 30	51-75%	26-50%	Not	Available
30 to 45	26-50%	26-50%	"	"
over 45	11-25%	26-50%	"	"
 <u>Education</u>				
Unmatric	51-75%	51-75%	Not	Available
Matric	11-25%	11-25%	"	"
Diploma	1-10%	1-10%	"	"
Bachelor	1-10%	1-10%	"	"
Higher	0- 1%	0- 1%	"	"
 <u>Job Category</u>				
Managers	0- 1%	1-10% )	Not Available - wide variations exist in these categories	
Professionals	0- 1%	1-10% )		
Supervisors	1-10%	1-10%	7,300	9,000
Technicians	1-10%	1-10%	Not	Available
Clerical	76-90%	11-25%	4,400	5,200
Service	11-25%	51-75%	4,700	5,300



TABLE 8

## Females and Males by Salary Level

Unit Number	Persons earning over \$12,000/yr.		
	<u>Female</u>	<u>Male</u>	<u>Total</u>
1	103	945	1,048
2	1-10%	11-25%	11-25%
3	5	128	133
4	3	20	23
5	N o t	A v a i l a b l e	
6	23	30	60
7	8	29	37
8	Nil	Not Available	
9	48	150	198
10	2	8	10
11	N o t	A v a i l a b l e	
12	15	508	523
13	8	132	140
14	0-1%	1-10%	1-10%
15	Nil	17	17
16	Nil	12	12
17	Nil	2%	2%
18	N o t	A v a i l a b l e	
19	1	4	5
20	1	10	11
21	N o t	A v a i l a b l e	
22	Nil	17	17
23	Nil	5	5
24	Nil	20	20
25	Nil	18	18
26	Nil	45	45
27	Nil	62	62
28	2	147	149
29	Nil	90	90
30	Nil	26	26
31	Nil	50	50
32	N o t	A v a i l a b l e	
33	Nil	12	12
34	Nil	7	7
35	Nil	80	80
36	1	84	85

NOTE:

Numbers or percentages of people earning over \$12,000 per year are only relevant to the organizations from which they are derived. Total figures are therefore not shown.



### Fringe Benefits

Simple "Yes" and "No" answers to questions 11 are the only data we have on fringe benefits. These show:

2	organizations with sex differences in	overtime.
1	" " " "	" holidays.
9	" " " "	" pensions.
8	" " " "	" insurance.
2	" " " "	" sick leave.
3	" " " "	" minimum pay.
Nil	" " " "	" bonuses.

Because the fringe benefit area is very complicated, many of the responses to question 11 should not be simply "Yes" or "No", but should be qualified and amplified. It is with this cautionary note that the above numbers are reported.

### Part-Time Employment

A majority of the organizations surveyed employ part-time workers:

25 replied unequivocally "Yes."

8 replied "rare."

3 replied "nil usage."

The bulk of the part-time work done is office clerical, secretarial and service, and is normally done by women.

Summer project work by students is the major exception and here males predominate.





### Maternity Leave

The majority of the organizations surveyed have a practice which permits female employees to take time off for maternity purposes and return to their jobs after a reasonable time period. The precise conditions surrounding these maternity leaves, however, vary greatly. Some go so far as to provide salary continuation plus hospital and medical benefits while at the other end of the scale some organizations merely provide reasonable time off.

Of the 6 organizations which do not provide maternity leave, all operate on the basis that leave for any reason, including pregnancy, results in termination. However, only 1 of the 6 gives this practice the iron-clad consistency of "official policy". The remaining 5 organizations are quite willing to rehire a competent female employee who has taken maternity leave, but only as a new employee without any service credits.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	76%	44%	66%
1.2 31-45	17%	39%	24%
1.3 over 45	7%	17%	10%
1.4 All	3415	1596	5011

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric. Nil	////	////	////
2.2 Matric. Nil	////	////	////
2.3 Diploma	70%	12%	52%
2.4 Bachelor	28%	75%	43%
2.5 Higher	2%	13%	5%
2.6 All	3415	1596	5011

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	0-1%	17%	6%
3.2 Profess.	32%	42%	35%
3.3 Super.	12%	27%	17%
3.4 Tech.	56%	14%	42%
3.5 Clerks	////	////	////
3.6 Service	////	////	////
3.7 All	3415	1596	5011

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	7900	7900	7900
4.2 31-45	Not Available		
4.3 over 45	"	"	
4.4 All	7900	11800	9100

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	Not Available		
5.3 Diploma	"	"	
5.4 Bachelor	"	"	
5.5 Higher	"	"	
5.6 All	7900	11800	9100

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	16500	20300	20200
6.2 Profess.	8600	8600	8600
6.3 Super.	11500	13900	12700
6.4 Tech.	6700	6700	6700
6.5 Clerks	////	////	////
6.6 Service	////	////	////
6.7 All	7900	11800	9100

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7.3	7.3	7.3

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	Not Available		

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	Not		
9.2 Indirect	Available		
9.3 Total			

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000			
10.2 Over \$12,000	103	945	1048

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses	Not Applicable		

ARE THERE SEX DIFFERENCES IN

12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment	x		

(More females in part time work than males)

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



	<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
13. Managers	Yes	No	Yes - rare
Profess.	Yes	Yes	Yes
Super.	Yes	Yes	Yes
Tech.	Yes	Yes	Yes
Clerical) Nil			
Service )			
14. 15 Years			
15) The reasons for any differences are more historical than			
16) physiological or psychological. Women are not as ambitious			
17) as men. e.g., women do not aspire to vice-principal's job.			
18. Almost always.			
19. Teaching.			
20. Dual loyalty is not a problem but turnover (due to pregnancies and relocation) is.			
21. If women can do the job we will promote them, but we are sensitive to costs of training and would react negatively to any mandatory training which might grow out of a status change.			
22. Resignation needed if birth occurs during the school term. In order for service credits to be restored, return to work within 2 years with no intervening non-teaching employment is necessary. Group insurance covers medical and hospital costs of pregnancy.			





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30 35	64%	57%	61%
1.2 36-50	18%	26%	21%
1.3 over 50	18%	17%	18%
1.4 All	282	177	459

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	11-25%	1-10%	11-25%
2.2 Matric.	26-50%	11-25%	26-50%
2.3 Diploma	////	////	////
2.4 Bachelor	26-50%	26-50%	26-50%
2.5 Higher	11-25%	26-50%	11-25%
2.6 All	282	177	459

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	4%	19%	10%
3.2 Profess.			
3.3 Super.	35%	76%	51%
3.4 Tech.	Nil	3%	1%
3.5 Clerks	61%	2%	38%
3.6 Service	////	////	////
3.7 All	282	177	459

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45	Not Available		
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	Not Available		
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All			

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.	Not Available		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1	Not Available		
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## AVERAGE TENURE IN GIVEN POSITION

8.1	Not Available		
-----	---------------	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	80	80	80
9.2 Indirect	20	20	20
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000			
10.2 Over \$12,000	1-10%	11-25%	11-25%

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is the Welfare Department of a medium sized provincial government.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	Yes	Yes	Yes
Professional	Yes	Yes	Yes
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. For at least 15 years.

15,16,17. There are no significant differences.

18. No - women are actively involved in the total selection process.

19. Essentially none, although women have worked part-time in the professional category, but only until such time as full-time personnel were available. On questioning practices in this area, it became apparent that attitudes rather than work situations precluded full consideration of part-time personnel.

20. None except that there is a problem with transferring married women to remote or semi-remote locations because of husband's jobs in particular, and the family situation in general. This organization had a problem for some years with requiring married women to stay out in the field overnight. However, when it was finally faced it was resolved fairly easily, and appeared again to have been a long term attitude problem (on the part of senior management) than based on any limitation in regard to married women.

21. There is no concern regarding cost implications.

22. Maternity leave practice covers reasonable time off before and after confinement. Relatively few women return to work. Those that do can claim past service. There are no shortage of jobs for married women returning. Rather, most don't.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	40%	14%	18%
1.2 31-45	23%	39%	37%
1.3 over 45	37%	47%	45%
1.4 All	849	5275	6124

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.			
2.2 Matric.	Not		
2.3 Diploma	Available		
2.4 Bachelor			
2.5 Higher			
2.6 All	849	5275	6124

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	nil	1%	0-1%
3.2 Profess.	3%	2%	2%
3.3 Super.	4%	13%	11%
3.4 Tech.	29%	7%	11%
3.5 Clerks	61%	11%	18%
3.6 Service	3%	66%	57%
3.7 All	849	5275	6124

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	5970	6861	6577
4.2 31-45	6500	7477	7393
4.3 over 45	6449	7739	7595
4.4 All	6270	7515	7340

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	NOT		
5.3 Diploma	AVAILABLE		
5.4 Bachelor			
5.5 Higher			
5.6 All	6270	7515	7340

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	nil	22025	22025
6.2 Profess.	9400	13600	12800
6.3 Super.	)		
6.4 Tech.	)		
6.5 Clerks	)	Not Available	
6.6 Service	)		
6.7 All	6270	7515	7340

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7.2	13.0	12.2

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	Not Available		

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	67	67	67
9.2 Indirect	33	33	33
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000			
10.2 Over \$12,000	5	128	133

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		X	
11.2 Holidays	X		
11.3 Pensions		X	
11.4 Insurance		X	
11.5 Sick Leave		X	
11.6 Minimum		X	
11.7 Bonuses		X	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		X	
12.2 Job mobility		X	
12.3 p-t employment		X	

Mostly females in part-time work

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



13. Recruiting and promoting are done by means of an open bidding system which disregards sex as a criterion. If a woman applies for a position, and is the most qualified, she will be placed in the job. Very little training is done.
14. 23 years
- 15.) The reason for differences is that we get few female  
16.) applicants formost of our jobs especially the more  
17.) senior ones.
18. No
19. Clerical, dentists, physicians
20. Very few, No bias
21. None that I can see
22. We discourage maternity leave.  
There is no firm policy - each case is dealt with on its merits.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30 35	43%	42%	43%
1.2 31-45 36-50	36%	40%	38%
1.3 over 45 50	20%	18%	19%
1.4 All	527	454	981

NUMBERS BY EDUCATION			
2.1 Unmatric.	26-50%	51-75%	51-75%
2.2 Matric.	11-25%	11-25%	11-25%
2.3 Diploma	1-10%	1-10%	1-11%
2.4 Bachelor	11-25%	11-25%	11-25%
2.5 Higher	11-25%	11-25%	11-25%
2.6 All	527	454	981

NUMBERS BY JOB			
3.1 Managers	0 4%	17%	10%
3.2 Profess.	0		
3.3 Super.	2 18%	17%	18%
3.4 Tech.	9%	8%	9%
3.5 Clerks	30%	6%	18%
3.6 Service	39%	52%	45%
3.7 All	527	454	981

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30		
4.2 31-45	Not Available	
4.3 over 45		
4.4 All		

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.		
5.2 Matric.	Not Available	
5.3 Diploma		
5.4 Bachelor		
5.5 Higher		
5.6 All		

## AVERAGE SALARY BY JOB Female Male Total

6. 1 Managers			
6. 2 Profess.			
6. 3 Super.	Not Available		
6. 4 Tech.			
6. 5 Clerks			
6. 6 Service			
6. 7 All			

## AVERAGE LENGTH OF SERVICE

7.1	Not Available		
-----	---------------	--	--

## AVERAGE TENURE IN GIVEN POSITION

8.1	Not Available		
-----	---------------	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	78	78	78
9.2 Indirect	22	22	22
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000	3	20	23
10.2 Over \$12,000	3	20	23

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is the Social Service Department of a medium sized provincial government.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	Yes	Yes	Yes
Professional	Yes	Yes	Yes
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Since the establishment of the department - about 25 years ago.

15,16,17. Of all departments in the Service, this is the one which genuinely appears to give the greatest opportunity to women. While the Deputy Minister's position has never been held by a woman, levels below have frequently been held by women - even at one time, approximately 15 years ago, more senior managerial positions were held by women than by men. The reason for women not being fully represented in top management ranks would appear to be due to factors other than the jobs themselves. That is, certain women who were candidates for top positions have gone on to jobs in other jurisdictions, while others have moved out of the community concerned when their husbands were transferred.

18. No

19. Only in a few clerical positions, although consideration has been given to the use of part-time professional personnel. This has never really been tried in any significant way. It would appear to be more a Civil Service attitude regarding part-time work that prohibits this, rather than any problem of structuring work itself.

20. Apart from some concern over transfer of professional staff when husbands are transferred, there is no great concern.

21. This organization is not concerned about cost implications - at the professional level men and women are truly paid at the same rate. There are some differences at the clerical level (Note: nearly all clerical positions are filled by women), but for the immediate future this does not cause any concern.

22. Provincial statutory practices are followed in regard to maternity leave.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	51-75%	11-25%	
1.2 31-45	11-25%	11-25%	11-25%
1.3 over 45	11-25%	51-75%	
1.4 All	2801	700	3501

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	26-51%	26-51%	26-51%
2.2 Matric.	11-25%	11-25%	11-25%
2.3 Diploma	26-51%	11-25%	
2.4 Bachelor	1-10%	1-10%	1-10%
2.5 Higher	0-1%	1-10%	
2.6 All	2801	700	3501

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	1-10%	11-25%	
3.2 Profess.	11-25%	11-25%	11-25%
3.3 Super.	1-10%	11-25%	
3.4 Tech.	11-25%	11-25%	11-25%
3.5 Clerks	11-25%	0-1%	
3.6 Service	11-25%	11-25%	11-25%
3.7 All	2801	700	3501

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45	NOT		
4.3 over 45			
4.4 All	AVAILABLE		

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.			
5.2 Matric.	5400	6000	
5.3 Diploma			
5.4 Bachelor	6120	6600	
5.5 Higher M.A.	7860	8100	
5.6 XXXX Ph.D.	15000	15000	

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.	NOT		
6.4 Tech.		AVAILABLE	
6.5 Clerks			
6.6 Service			
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1	NOT AVAILABLE
-----	---------------

## AVERAGE TENURE IN GIVEN POSITION

8.1	NOT AVAILABLE
-----	---------------

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	NOT
9.2 Indirect	AVAILABLE
9.3 Total	

## HOW MANY EARN

10.1 Over \$10,000	10	40	50
10.2 Over \$12,000/111			

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		X	
11.2 Holidays		X	
11.3 Pensions		X	
11.4 Insurance		X	
11.5 Sick Leave		X	
11.6 Minimum		X	
11.7 Bonuses		N/A	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Proceeds		X	
12.2 Job mobility		X	
12.3 p-t employment		X	

Part-time employees only pension is

C.P.P.

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the total staff of a major general hospital

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	rarely	yes	yes
Professional	yes	yes	yes
Supervisor	yes	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	yes	yes	yes

14. For over fifteen years,
15. The only distinction is in areas where heavy lifts are required -- for example, on orderly staff. The organization states that if their kitchens were further mechanized certain positions there could be handled by women which are currently being handled by men -- again because of the heavy lifting required. The organization does not place any emphasis on psychological differences.
16. See answer #15.
17. See answer #15.
18. No.
19. In the Food Service areas primarily, although also in certain professional (nursing and dieticians) and technical staff areas.
20. The only problem is with higher level technical women who are not working primarily for economic reasons -- they have difficulty in working evenings, nights and weekends.
21. A move say, to equal pay for equal value of work would significantly increase costs -- for example, if nurses aides or equivalent levels were paid at the same level as orderlies.
22. This organization follows the provisions of the provincial Maternity Leave Act.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30 NIL	////	////	////
1.2 31-45	35%	33%	34%
1.3 over 45	65%	67%	66%
1.4 All	23	30	53

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric. NIL	////	////	////
2.2 Matric. NIL	////	////	////
2.3 Diploma	13%	Nil	6%
2.4 Bachelor	87%	100%	94%
2.5 Higher			
2.6 All	23	30	53

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	4%	47%	28%
3.2 Profess.	57%	nil	25%
3.3 Super.	39%	53%	47%
3.4 Tech. nil	////	////	////
3.5 Clerks nil	////	////	////
3.6 Service nil	////	////	////
3.7 All	23	30	53

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	Not Available		
4.2 31-45	"	"	
4.3 over 45	"	"	
4.4 All	"	"	

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	Not Available		
5.2 Matric.	"	"	
5.3 Diploma	"	"	
5.4 Bachelor	"	"	
5.5 Higher	"	"	
5.6 All	"	"	

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Not Available		
6.2 Profess.	"	"	
6.3 Super.	13,000	16,200	
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7-10	15-20	

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	7-10	15-20	

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	70	70	70
9.2 Indirect	30	30	30
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000 /			
10.2 Over \$12,000	23	30	53

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions	x		
11.4 Insurance	x		
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses	Not Applicable-----		

ARE THERE SEX DIFFERENCES IN

12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





- 13. Yes
- 14. 15 plus yrs.
- 15. No
- 16. No
- 17. May be a form of attitudinal discrimination. But they have one female District Supervisor to whom many senior male and female managers report.
- 18. No - females assist.
- 19. Not applicable
- 20. Absenteeism due to home illnesses of children.
- 21. No problem
- 22. Leave of absence of up to 1.5 yrs.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	26-50%	11-25%	11-25%
1.2 31-45	26-50%	11-25%	26-50%
1.3 over 45	26-50%	51-75%	26-50%
1.4 All	430	5070	5500

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	1-10%	51-75%	51-75%
2.2 Matric.	51-75%	11-25%	11-25%
2.3 Diploma	11-25%	1-10%	1-10%
2.4 Bachelor	1-10%	1-10%	1-10%
2.5 Higher	0-1%	0-1%	0-1%
2.6 All	430	5070	5500

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	0-1%	1-10%	1-10%
3.2 Profess.	11-25%	1-10%	1-10%
3.3 Super.	1-10%	11-25%	11-25%
3.4 Tech.	1-10%	11-25%	11-25%
3.5 Clerks	51-75%	11-25%	26-50%
3.6 Service	11-25%	51-75%	51-75%
3.7 All	430	5070	5500

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45	Not Available		
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor	Not Available		
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.			
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	Not Available		
AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	Not Available		
AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	Not Available		
9.2 Indirect			
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Under \$12,000			
10.2 Over \$12,000	8	29	37

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions *	x		
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

\*Women must retire at age 60.

Organization contributes 5%-F. 8%-M. The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	no	rarely
Professional	no	no	yes
Supervisor	no	rarely	rarely
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	yes	yes	yes

14. For thirteen years. Prior to 1956 married women were not recruited at all, and prior to 1952, women were required to resign when they became married.
15. Differences are due to managerial attitudes, which, in turn, emphasize that women are not capable of senior level, managerial work.
16. Same as in question 15.
17. Same as in question 15.
18. Nearly always
19. In various service occupations only.
20. No significant ones.
21. Costs would definitely increase -- this particular organization is feeling quite satisfied that it is finally replacing men clerks with women at approximately 20% per year less than the men were getting paid.
22. Women are given leave of absence without pay, and are required to leave two months before the expected date of birth, and to stay off for four months after that.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30			
1.2 31-45			
1.3 over 45			
1.4 All	165	1370	1535

NUMBERS BY EDUCATION			
2.1 Unmatric.	51-75%	26-50%	26-50%
2.2 Matric.	26-50%	26-50%	26-50%
2.3 Diploma		1-10%	1-10%
2.4 Bachelor	0-1%	1-10%	1-10%
2.5 Higher			
2.6 All	165	1370	1535

NUMBERS BY JOB			
3.1 Managers	Nil	4%	3%
3.2 Profess.	Nil	5%	5%
3.3 Super.	3%	5%	5%
3.4 Tech.	Nil	10%	9%
3.5 Clerks	9%	2%	12%
3.6 Service	Nil	74%	66%
3.7 All	165	1370	1535

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45			
4.3 over 45			
4.4 All			

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All			

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.			
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1			
-----	--	--	--

## AVERAGE TENURE IN GIVEN POSITION

8.1			
-----	--	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	84	84	84
9.2 Indirect	16	16	16
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000	Nil		
10.2 Over \$12,000	Nil		

## ARE THERE SEX DIFFERENCES IN Yes No DX

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions	females may retire at 60	x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

Office work, clerical mostly female  
Some p-t summer work - female & male  
The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	Yes	Yes
Technician	No	No	No
Clerical	Yes	Yes	Yes
Service	No	No	No

14. These practices have been in effect for approximately 20 years.

15,16,17. This organization states that differences male-female are not due to anything other than the fact that females do not have the training or experience for jobs other than the ones they currently hold. They state that females do not apply for the more senior positions, but that if qualified women applied they would certainly be considered.

18. Almost always.

19. Part-time work is only employed in the office services and clerical areas.

20. They state that women are not as interested in their jobs when they are married, and that they see their jobs only as a way to supplement the family budget. They state that they are concerned with both home and job, with the result that their loyalties are divided.

21. They state that as a utility, economic factors don't concern them.

22. Women must resign at the end of 6 months pregnancy, and if re-employed (at this organization's discretion) within 12 months, full service credits are restored. Medical and hospital coverage continues for child birth for this organization.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	52-75%	11-25%	
1.2 31-45	11-25%	51-75%	
1.3 over 45	11-25%	11-25%	
1.4 All	2190	935	3125

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric. nil	//////	//////	//////
2.2 Matric. nil	//////	//////	//////
2.3 Diploma	60%	25%	
2.4 Bachelor )	40%	75%	
2.5 Higher )			
2.6 All	2190	935	3125

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	2%	10%	5%
3.2 Profess.	98%	90%	95%
3.3 Super. nil	//////	//////	//////
3.4 Tech. nil	//////	//////	//////
3.5 Clerks nil	//////	//////	//////
3.6 Service nil	//////	//////	//////
3.7 All	2190	935	3125

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45	N O T		
4.4 All	A V A I L A B L E		

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	N O T		
5.3 Diploma			
5.4 Bachelor	A V A I L A B L E		
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	15100	16700	15100-19000(1)
6.2 Profess.		4250-12550	(2)
6.3 Super.			
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	3-5	5-10	

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1		Not Available	

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	70	70	70
9.2 Indirect	30	30	30
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000			
10.2 Over \$12,000	48	150	198

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions	x		
11.4 Insurance	x		
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses		Not Applicable	

ARE THERE SEX DIFFERENCES IN	Female	Male	Total
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- (1) Salary based solely on size of unit managed
- (2) Salary based solely on academic background and service, not on sex differences

13. DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
14. HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
15. ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
16. ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
17. ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
18. ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
19. IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
20. WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
21. WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
22. WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



- 13. Yes
- 14. 15 + years
- 15. No
- 16. No
- 17. Basically attitudinal. No female High School principal because they feel parents want "male" image.
- 18. No -- women are represented by women.
- 19. Teacher
- 20. Absenteeism due to illness of children at home.
- 21. No problem. Salary scales do not reflect sex differences.
- 22. Leave of absence given - up to total of 1.5 years.  
A job is guaranteed on their return.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	49%	48%	48%
1.2 31-45	27%	40%	29%
1.3 over 45	24%	12%	23%
1.4 All	450	75	525

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	88%	53%	83%
2.2 Matric.	10%	27%	12%
2.3 Diploma	1%	nil	1%
2.4 Bachelor	0-1%	16%	3%
2.5 Higher	0-1%	4%	1%
2.6 All	450	75	525

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	2%	27%	6%
3.2 Profess.	0-1%	5%	1%
3.3 Super.	////	////	////
3.4 Tech.	1%	8%	2%
3.5 Clerks	96%	60%	91%
3.6 Service			
3.7 All			

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	5,000	5,000	5,000
4.2 31-45	5,500	7,500	
4.3 over 45	5,500	12,000	
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	5,000	5,000	5,000
5.2 Matric.	6,000	6000	6,000
5.3 Diploma	6500	6500	6500
5.4 Bachelor	7000	12-14000	
5.5 Higher	20,000	20,000	20,000
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	12,000	12000	12,000
6.2 Profess.	20,000	20,000	20,000
6.3 Super.	////	////	////
6.4 Tech.	8,000	8,000	8,000
6.5 Clerks	5,000	5,000	5,000
6.6 Service	////	////	////
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	2	2	2yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	2	2	2 yrs.

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	90	90	90
9.2 Indirect	10	10	10
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	4	9	13
10.2 Over \$12,000	2	8	10

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





13. Yes
14. 3 years -- since the start of the organization
- 15.)
- 16.) Not applicable re answer "yes" to #13.
- 17.)
18. Yes, because of the structure of the organization.
19. Clerical operations only.
20. Slight attrition due to geographic movement,  
with husband's occupation.
21. No cost problems. There are no differences in  
male and female pay scales in the organization.
22. Employee has to leave during the 7th month of  
pregnancy. Cannot return until after 6 weeks  
following birth. Employee only gets maternity  
leave if "permanent", i.e. employee probationary  
period is one year.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	51-75%	11-25%	51-75%
1.2 31-45	26-50%	51-75%	26-50%
1.3 over 45	11-25%	11-25%	11-25%
1.4 All	1247	185	1432

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	26-50%	76-90%	26-50%
2.2 Matric.	1-20%	1-20%	1-10%
2.3 Diploma	51-75%	0-1%	51-75%
2.4 Bachelor	1-10%	nil	1-10%
2.5 Higher	0-1%	nil	0-1%
2.6 All	1247	185	1432

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	12%	nil	10%
3.2 Profess.	53%	nil	47%
3.3 Super.	7%	5%	7%
3.4 Tech.	26%	95%	34%
3.5 Clerks	2%	nil	2%
3.6 Service nil	////////////////////		
3.7 All	1247	185	1432

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45	NOT		
4.3 over 45			
4.4 All	AVAILABLE		

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.	3900	5400	
5.2 Matric.			
5.3 Diploma	5580	NOT	
5.4 Bachelor	6240	AVAILABLE	
5.5 Higher	7188	////////	
5.6 All			

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers	8-12000	N/A	N/A
6.2 Profess.	5580	N/A	N/A
6.3 Super.	7-8000	6-7000	n/A
6.4 Tech.	3900	5400	N/A
6.5 Clerks	4000	N/A	N/A
6.6 Service	NIL	////////////////////	
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1	10	12	10.3
-----	----	----	------

## AVERAGE TENURE IN GIVEN POSITION

8.1	Not Available		
-----	---------------	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	NOT		
9.2 Indirect	AVAILABLE		
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000	5	nil	5
--------------------	---	-----	---

10.2 Over \$12,000 //////////////////////////////////////

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		X	
11.2 Holidays		X	
11.3 Pensions		X	
11.4 Insurance		X	
11.5 Sick Leave		X	
11.6 Minimum		X	
11.7 Bonuses		N/A	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Proceeds		X	
12.2 Job mobility		X	
12.3 p-t employment		X	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	yes	yes
Professional	yes	yes	yes
Supervisor	yes	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	yes	yes	yes

14. For more than twenty years.
15. No -- qualifications in this organization really do seem to count, although there are historically, not just in this organization but in other ones like it male and female positions.
16. Same as 15.
17. Same as 15.
18. No.
19. In this professional areas, on occasion, and very frequently in the service areas -- food service in particular.
20. None; except in the case of some of the professionals it is difficult to get them to work either at night or on weekends. They prefer to be with their husbands and/or children.
21. There is no question but that patient care costs would go up, and as this is a sensitive area, this organization has definite concerns.
22. Within the provisions of the provincial Maternity Leave Act.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30 35	50%	41%	45%
1.2 36-50	34%	39%	36%
1.3 over 50	16%	20%	19%
1.4 All	3180	4066	7246

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	11-25%	11-26%	11-25%
2.2 Matric.	26-50%	26-50%	26-50%
2.3 Diploma	11-25%	1-10%	7%
2.4 Bachelor	11-25%	11-26%	16%
2.5 Higher			
2.6 All	3180	4066	7246

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	6%	20%	14%
3.2 Profess.			
3.3 Super.	17%	23%	20%
3.4 Tech.	11%	25%	19%
3.5 Clerks	50%	9%	27%
3.6 Service	16%	23%	20%
3.7 All	3180	4066	7246

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45	Not Available		
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma	Not Available		
5.4 Bachelor			
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.	Not Available		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	6	8	7 yrs
7.1			

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	Not Available		

AVERAGE DIRECT & INDIRECT PAY	Female	Male	Total
9.1 Direct	78	78	78
9.2 Indirect	22	22	22
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000			
10.2 Over \$12,000	15	508	523

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses	None		

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is a medium sized provincial government - data covers all departments and divisions.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	Yes	Yes	Yes
Professional	Yes	Yes	Yes
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Approximately 25 years.

15,16,17. There are some differences in practices within this organization from one department to another. The newer the department and the closer the department is to the Health or Social Service field, the more women are employed in senior professional and managerial positions. Where there are minor differences in recruitment, training and promotion practices, these are due to the lack of availability of people with specific qualifications more than anything else. The job posting and the selection board process ensure relatively equitable assessment of qualifications.

18. No - selection boards often have women on them.

19. Part-time work is conducted more than it has been, but is still a relatively small part of the total. Some part-time work amounts to seasonal work, while in some clerical and related areas a few women work a shorter number of hours per week than normal.

20. Although there appear to be some slight differences from one part of this organization to another, the organization as a whole does not encounter significant difficulty in the employment of married women. In some particular categories they state that married women are in fact more reliable than young single women.

21. There is no particular concern about costs in relation to changes that may occur.

22. Practice in regard to maternity leave is based on provincial statute.



STATUS DATA 1964 data updated to 1968

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 35	56%	49%	52%
1.2 36-50	29%	31%	30%
1.3 over 50	15%	20%	18%
1.4 All	863	983	1846

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	11-25%	26-50%	11-26%
2.2 Matric.	1-10%	1-10%	1-10%
2.3 Diploma	26-50%	11-25%	26-50%
2.4 Bachelor	11-25%	11-25%	11-26%
2.5 Higher	0-1%	1-10%	1-10%
2.6 All	863	983	1846

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	14%	19%	17%
3.2 Profess.			
3.3 Super.	22%	27%	25%
3.4 Tech.	24%	14%	18%
3.5 Clerks	9%	2%	5%
3.6 Service	31%	38%	35%
3.7 All	863	983	1846

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45	Not Available		
4.3 over 45			
4.4 All			

AVERAGE SALARY BY EDUCATION

5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma	Not Available		
5.4 Bachelor			
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.	Not Available		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE

7.1	Not Available		
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AVERAGE TENURE IN GIVEN POSITION

8.1	Not Available		
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AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	78	78	78
9.2 Indirect	22	22	22
9.3 Total	1000	1000	1000

HOW MANY EARN

10.1 Over \$12,000	8	1321	140
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ARE THERE SEX DIFFERENCES IN Yes No DX

11.1 Overtime	x		
11.2 Holidays	x		
11.3 Pensions	x		
11.4 Insurance	x		
11.5 Sick leave	x		
11.6 Minimum pay	x		
11.7 Bonuses	x		

ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure	x		
12.2 Job mobility	x		
12.3 p-t employment	x		

The following questions will require extended answers, and cannot be coded on this sheet:

13. DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
14. HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
15. ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
16. ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
17. ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
18. ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
19. IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
20. WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
21. WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
22. WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the Psychiatric Services Division of the Department of Health of a medium-sized provincial government.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	Yes	Yes	Yes
Professional	Yes	Yes	Yes
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Since approximately 1945.

15,16,17. The only real differences in recruitment are on an ability basis. For very senior managerial jobs (where there are very few women), this organization states that women do not have the qualifications required. In middle management and professional positions, women have equal opportunity for essentially all positions and, based on years of experience, come fairly close to equality. In lower level positions, distinctions are sometimes made on the basis of "men's jobs" or "women's jobs". The former are many of the heavy labouring type positions, while the latter are jobs such as nurses.

18. No. In intermediate and lower level jobs women often sit on selection boards.

19. Part-time work is performed in a few professional and technical categories. The bulk of it is in the clerical and service areas - stenographic, food service and so on. However, this organization does not employ any significant numbers of part-time people (working a few hours a week). It does employ a fair number of people in the service area on a seasonal basis.

20. This organization encounters no serious problems with the employment of married women.

21. This organization has no direct concern about increased costs.

22. It follows provincial statutory practices regarding maternity leave.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30			
1.2 31-45			
1.3 over 45	Not Available		
1.4 All			

NUMBERS BY EDUCATION			
2.1 Unmatric.	11-25%	11-25%	11-25%
2.2 Matric.	51-75%	26-50%	26-60%
2.3 Diploma	11-25%	26-50%	26-50%
2.4 Bachelor			
2.5 Higher	1-10%	1-10%	1-10%
2.6 All	3024	3759	6783

NUMBERS BY JOB			
3.1 Managers	3%	19%	
3.2 Profess.			
3.3 Super.	21%	32%	
3.4 Tech.	6%	18%	
3.5 Clerks	51%	11%	
3.6 Service	19%	20%	
3.7 All	3024	3759	6783

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30			
4.2 31-45	Not Available		
4.3 over 45			
4.4 All			

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma	Not Available		
5.4 Bachelor			
5.5 Higher			
5.6 All			

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.	Not Available		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

## AVERAGE LENGTH OF SERVICE

7.1	Not Available		
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## AVERAGE TENURE IN GIVEN POSITION

8.1	Not Available		
-----	---------------	--	--

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	80	80	80
9.2 Indirect	20	20	20
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000			
10.2 Over \$12,000	0-1%	1-10%	1-10%

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses			

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the total permanent work force of a medium sized provincial government.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	Yes	Yes	Yes
Professional	Yes	Yes	Yes
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Over 10 years.

15,16,17. This organization does not have any women at the Deputy Minister level, but does have women at the next level. In operational departments women have, as yet, not worked their way up to the very senior levels, although they are beginning to in the Health and Social Services areas.

18. At very senior levels promotion selections are nearly always made by men, although women occasionally sit on Boards - at intermediate and lower levels women are often represented.

19. Part-time work is only performed in any degree in clerical and service occupations - most of these on a seasonal basis rather than on a short work-week basis.

20. There is no overall problem in employment of married women, although there is some concern regarding transfers at the professional level and shift work at the service level.

21. There is no real concern about cost implications.

22. Maternity leave practice covers reasonable time (normally 3 months before and approximately the same length of time after). Very few women avail themselves of the provision - service is maintained during leave.



STATUS DATA 10 months per year for female tech.

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	20%	20%	
1.2 31-45	50%	40%	
1.3 over 45	30%	40%	
1.4 All	625	1320	1945

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	52-75%	91-99%	
2.2 Matric.	26-50%	1-10%	
2.3 Diploma	1-10%	0- 1%	
2.4 Bachelor	0- 1%	0- 1%	
2.5 Higher	nil	0- 1%	
2.6 All	625	1320	1945

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	nil	0- 1%	0- 1%
3.2 Profess.	nil	0- 1%	0-1%
3.3 Super.	0- 1%	14%	10%
3.4 Tech.	7%	5%	10%
3.5 Clerks	85%	12%	35%
3.6 Service	7%	68%	49%
3.7 All	625	1320	1945

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	4400	5600	
4.2 31-45	5300	6900	
4.3 over 45			
4.4 All	5100	6300	

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	)	)	
5.2 Matric.	)	)	
5.3 Diploma	) 4560	)	
5.4 Bachelor	5900	16000	
5.5 Higher	nil	18000	
5.6 All	5100	6300	

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	nil	16000	
6.2 Profess.	nil	12000	
6.3 Super.	7500	7500	
6.4 Tech.	4560	5000	
6.5 Clerks	5200	5200	
6.6 Service	4160	6600	
6.7 All	5100	6300	

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	6 yrs	10 yrs	

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	5 yrs	8 yrs	

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	80	80	80
9.2 Indirect	20	20	20
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Under \$10,000			
10.2 Over \$12,000	nil	17	17

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses		NA	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment			

drivers, office clerical, secretaries.

The following questions will require extended answers, and cannot be coded on this sheet:

13. DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
14. HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
15. ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
16. ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
17. ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
18. ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
19. IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
20. WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
21. WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
22. WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	No	Yes
Technician	Yes	No	Rare
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. 7 years.

15,16,17. This organization states that a combination of psychological and physical factors are involved. They say that the nature of the organization as far as jobs in the total organization are concerned discriminates between male and females according to the type of work done. They state that senior jobs are extensively advertised, but that few females apply, and that these do not have qualifications comparable to those of male applicants, and as a result females are not hired.

18. No

19. None (except for occasional incidental Service or Clerical help).

20. The majority of this organization's female employees are married, and they state that they have no problem with them.

21. This organization believes that changes in pay will be a political rather than an economic decision. They are sensitive to the additional cost implications, as the educational bill is already considered to be extremely high, but they say that it is very difficult to assess if there is any uniformity of attitude.

22. This organization has no provision for maternity leave. Women are terminated with conditional re-hires granted. Hospital or medical coverage is not given, although retention of sick leave rights and similar rights are given if re-hire takes place. This organization states that a re-hire is a very infrequent event.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	68%	61%	63%
1.2 31-45	27%	32%	30%
1.3 over 45	5%	7%	7%
1.4 All	105	205	310

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	20%	20%	20%
2.2 Matric.	79%	76%	77%
2.3 Diploma	////	////	////
2.4 Bachelor	1%	4%	3%
2.5 Higher	////	////	////
2.6 All	105	205	310

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	12%	7%
3.2 Profess.	1%	12%	8%
3.3 Super.	2%	10%	7%
3.4 Tech.	3%	15%	10%
3.5 Clerks	94%	51%	68%
3.6 Service	////	////	////
3.7 All	105	205	310

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

## AVERAGE SALARY BY AGE

4.1 under 30			
4.2 31-45	Not available		
4.3 over 45			
4.4 All	5200	7500	6700

## AVERAGE SALARY BY EDUCATION

5.1 Unmatric.			
5.2 Matric.	Not available		
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All	5200	7500	6700

## AVERAGE SALARY BY JOB Female Male Total

6.1 Managers			
6.2 Profess.			
6.3 Super.	Not available		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All	5200	7500	6700

## AVERAGE LENGTH OF SERVICE

7.1	6-7 yrs	10-6yrs	9-3yrs
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## AVERAGE TENURE IN GIVEN POSITION

8.1	3 yrs	4yrs	3-7yrs
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## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	77	77	77
9.2 Indirect	23	23	23
9.3 Total	100%	100%	100%

## HOW MANY EARN

10.1 Over \$10,000	-	20	20
10.2 Over \$12,000	-	12	12

## ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility	x		
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the headquarters Data Processing Unit of a giant organization in the service field.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	rarely	rarely	yes
Professional	rarely	rarely	yes
Supervisor	rarely	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	not applicable	- - - - -	- - - - -

14. No change in practices as far back as they can be recalled.

15. No differences

16. No differences

17. No differences

18. Normally, although that in some cases females make the selection, and in other cases, occasionally, females are involved, and can influence the decision.

19. In comptometer (calculator) work only, and this very rarely.

20. Staff turnover seems to be significant, and maternity leave is considered to be of some consequence.

21. No special concern

22. Maternity leave is granted on a request basis.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	91.99%	90%	91.99%
1.2 31-45	2%	5 %	not
1.3 over 45	1%	5 %	avail.
1.4 All	640	124	764

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	///////	///////	///////
2.2 Matric.	91.99%	91.99%	91.99%
2.3 Diploma	///////	///////	///////
2.4 Bachelor	0.1%	0.1%	0.1%
2.5 Higher	///////	///////	///////
2.6 All	640	124	764

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	nil	2%	0.1%
3.2 Profess.	///////	///////	///////
3.3 Super.	2%	6%	3%
3.4 Tech.	///////	///////	///////
3.5 Clerks	0-1%	3%	.1%
3.6 Service	97%	89%	96%
3.7 All	640	124	764

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	5400	6600	
4.2 31-45	7200	8400	
4.3 over 45	8400	9600	
4.4 All	NOT AVAILABLE		

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma	N O T		
5.4 Bachelor	A V A I L A B L E		
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.	NOT AVAILABLE		
6.4 Tech.			
6.5 Clerks			
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	2.5 yrs	4.5yrs	2.8yrs
AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	2.5 yrs	4.5yrs	2.8yrs
AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	81.3	81.3	81.3
9.2 Indirect	18.7	18.7	18.7
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	2%	3%	
10.2 Over \$12,000	nil	2%	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	no	no
Professional	not applicable	- - - -	- - - -
Supervisor	no	yes	yes
Technician	not applicable	- - - -	- - - -
Clerical	yes	yes	yes
Service	yes	yes	yes

14. As long as the jobs have existed.
15. Differences in jobs are based on different physical requirements of the positions -- some involve heavy work.
16. Differences in jobs are based on different physical requiremntns. of the positions -- some involve heavywork.
17. Differences in jobs are based on different physical requirements of the positions -- some involve heavy work.
18. Women supervisors are very actively involved in promotion of service level staff
19. There is no significant part-time employment.
20. No significant problems
21. This organization does not appear to be particularly concerned, although their costs would increase.
22. Same as for the Data Processing Department of this organization.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	1260	10	1270
1.2 <del>31-45</del> 30 - 44	639	19	658
1.3 <del>over 45</del> 45 & over	326	9	335
1.4 All	2225	38	2263

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.			
2.2 Matric. *	50%	34%	
2.3 Diploma			
2.4 Bachelor		66%	
2.5 Higher			
2.6 All	2225	38	2263

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	1%	74%	3%
3.2 Profess.			
3.3 Super.	5%	26%	5%
3.4 Tech.			
3.5 Clerks	9%		9%
3.6 Service	85%		85%
3.7 All	2225	38	2263

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45			
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All			

\* Estimated

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	775	1169	(Monthly)
6.2 Profess.			
6.3 Super.	594	726	"
6.4 Tech.			
6.5 Clerks	95.50		(Weekly)
6.6 Service	82.43		"
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7.2	12.9	7.3

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1			

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	81	81	81
9.2 Indirect	19	19	19
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	9	28	37
10.2 Over \$12,000			

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions (See attached	1		
11.4 Insurancelist of notes	2		
11.5 Sick Leave	1 - 4)	x	
11.6 Minimum		x	
11.7 Bonuses			NA

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility	3		
12.3 p-t employment	4		

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



13.	<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
Managers	No	No	No
Professional	No	No	No
Supervisors	No	Yes	Yes
Technical	Not Applicable	N/A	N/A
Clerk	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Many Years

15.) Primarily due to the fact that women find it difficult  
 16.) to meet the company's geographic mobility development  
 17.) program.

18. Almost Always

19. Clerical, service.

20. Absenteeism and general problems related dual loyalty.

21. None. Salary structure is based on objective evaluation.

22. Maternity leave is granted for a period approximating  
 six months.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	76-90%	26-50%	
1.2 31-45	11-25%	26-50%	
1.3 over 45	11-25%	11-25%	
1.4 All	50	50	100

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	////////	////////	////////
2.2 Matric.	76-90%	76-90%	76-90%
2.3 Diploma	////////	////////	////////
2.4 Bachelor	11-25%	26-50%	
2.5 Higher	////////	////////	////////
2.6 All	50	50	100

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	nil	6%	3%
3.2 Profess.	////////	////////	////////
3.3 Super.	6%	18%	12%
3.4 Tech.	14%	52%	33%
3.5 Clerks	80%	24%	52%
3.6 Service	////////	////////	////////
3.7 All	50	50	100

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	26-50%	26-50%	26-50%
4.2 31-45	76-90%	76-90%	76-90%
4.3 over 45	1-10%	1-10%	1-10%
4.4 All	4800	7000	5900

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	////////	////////	////////
5.2 Matric.	N O T		
5.3 Diploma	A V A I L A B L E		
5.4 Bachelor	////////	////////	////////
5.5 Higher	////////	////////	////////
5.6 All	4800	7000	5900

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.	N O T		
6.4 Tech.			
6.5 Clerks	A V A I L A B L E		
6.6 Service			
6.7 All	4800	7000	5900

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	9	11	10 yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	9	11	10 yrs

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	81.3	81.3	81.3
9.2 Indirect	18.7	18.7	18.7
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	-	6	6
10.2 Over \$12,000	1	4	5

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		X	
11.2 Holidays		X	
11.3 Pensions		X	
11.4 Insurance		X	
11.5 Sick Leave		X	
11.6 Minimum		X	
11.7 Bonuses		X	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		X	
12.2 Job mobility		X	
12.3 p-t employment		X	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is the Data Processing operation of a large transportation complex.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	no	no
Professional	no	no	no
Supervisor	yes	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	no applicable	-- -- -- --	-- -- -- --

14. As long as this division has been in operation -- to date, qualified candidates do not appear to be available for the professional and managerial levels.
15. no
16. yes -- but it would be more correct to say differences in attitude, rather than psychological differences.
17. Yes
18. no
19. Clerical and Service
20. No specific problems
21. We expect little change
22. Leave of absence without pay ranging from a minimum of 90 days prior to 90 days after pregnancy, or for the full period of pregnancy, if requested.

The Board of Directors of this organization consists of ten men.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	59%	40%	50%
1.2 31-45	37%	49%	42%
1.3 over 45	5%	11%	8%
1.4 All	290	260	550

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	NOT AVAILABLE		
2.2 Matric.	95%	95%	95%
2.3 Diploma	NOT AVAILABLE		
2.4 Bachelor	1%	4%	
2.5 Higher NIL	////////	////////	////////
2.6 All	290	260	550

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	0-1%	5%	3%
3.2 Profess. NIL	////////	////////	////////
3.3 Super.	3%	23%	13%
3.4 Tech. NIL	////////	////////	////////
3.5 Clerks	7%	4%	5%
3.6 Service	90%	68%	79%
3.7 All	290	260	550

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	6000	6000	6000
4.2 31-45	7000	7300	7200
4.3 over 45	7800	10900	9900
4.4 All	6500	7200	6800

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	N O T		
5.3 Diploma	A V A I L A B L E		
5.4 Bachelor			
5.5 Higher			
5.6 All	6500	7200	6800

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	N O T		
6.2 Profess.	A V A I L A B L E		
6.3 Super.	/ / / / / / / / / /		
6.4 Tech.	/ / / / / / / / / /		
6.5 Clerks	/ / / / / / / / / /		
6.6 Service	/ / / / / / / / / /		
6.7 All	6500	7200	6800

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	2.3 yrs	4.2	3.2 yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	2 yrs	4	2.9 yrs

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	81.3	81.3	81.3
9.2 Indirect	18.7	18.7	18.7
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	5	45	50
10.2 Over \$12,000	1	10	11

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is a regional District Sales organization of a major transportation company.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	rarely	rarely
Professional	not applicable	- - - - -	- - - - -
Supervisor	no	yes	yes
Technician	not applicable	- - - - -	- - - - -
Clerical	yes	yes	yes
Service	yes	yes	yes

14. For more than ten years.
15. no, the emphasis appears to be on qualifications.
16. As given in answer #15.
17. As given in answer #15.
18. At higher levels, yes; at lower levels, no.
19. Some service positions.
20. No significant problems.
21. The management of this group does not appear concerned, although it is probable that their costs would increase
22. This organization grants leave of absence without pay covering three months before and three months after, up to the full length of pregnancy.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	60%	38%	41%
1.2 30-44	28%	46%	44%
1.3 over 45 and Over	12%	16%	15%
1.4 All	448	2513	2961

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.			
2.2 Matric. *	85%	90%	
2.3 Diploma			
2.4 Bachelor	1	13	14
2.5 Higher			
2.6 All			

NUMBERS BY JOB	Female	Male	Total
3.1 Managers		4%	3%
3.2 Profess.			
3.3 Super.	5%	14%	13%
3.4 Tech.		81%	69%
3.5 Clerks	95%	1%	15%
3.6 Service			
3.7 All	448	2513	2961

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45			
4.3 over 45			
4.4 All			

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers		1124	(MONTHLY)
6.2 Profess.			
6.3 Super.	600	837	(MONTHLY)
6.4 Tech.		137.41	(WEEKLY)
6.5 Clerks	95.10		(WEEKLY)
6.6 Service			
6.7 All			

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7.2	12.9	7.3

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1			

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	81	81	81
9.2 Indirect	19	19	19
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000		241	241
10.2 Over \$12,000			

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses			NA

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

\* Estimated

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



13.	<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
Managers	No	No	No
Professional	No	No	No
Supervisors	No	Yes	Yes
Technical	Not Applicable	N/A	N/A
Clerk	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Many Years

15.) Primarily due to the fact that women find it difficult  
 16.) to meet the company's geographic mobility development  
 17.) program.

18. Almost Always

19. Clerical, service.

20. Absenteeism and general problems related dual loyalty.

21. None. Salary structure is based on objective evaluation.

22. Maternity leave is granted for a period approximating  
 six months.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	37%	25%	30%
1.2 31-45	33%	38%	36%
1.3 over 45	30%	37%	34%
1.4 All	218	268	486

NUMBERS BY EDUCATION			
2.1 Unmatric.	61%	65%	63%
2.2 Matric.	38%	29%	33%
2.3 Diploma	////////	////////	////////
2.4 Bachelor	1%	6%	1%
2.5 Higher	////////	////////	////////
2.6 All	218	268	486

NUMBERS BY JOB			
3.1 Managers	////////	////////	////////
3.2 Profess.	////////	////////	////////
3.3 Super.	4%	36%	20%
3.4 Tech.	////////	////////	////////
3.5 Clerks	96%	64%	80%
3.6 Service	////////	////////	////////
3.7 All	218	268	486

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30			
4.2 31-45	Not available		
4.3 over 45			
4.4 All	5700	7000	6400

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.			
5.2 Matric.	Not available		
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All	5700	7000	6400

## AVERAGE SALARY BY JOB Female Male Total

6. 1 Managers			
6. 2 Profess.			
6. 3 Super.	Not available		
6. 4 Tech.			
6. 5 Clerks			
6. 6 Service			
6. 7 All	5700	7000	6400

AVERAGE LENGTH OF SERVICE			
7.1	18yrs	18yrs	18yrs

AVERAGE TENURE IN GIVEN POSITION			
8.1	2-5yrs	2-8yrs	2-7yrs

AVERAGE DIRECT & INDIRECT PAY (%)			
9.1 Direct	77	77	77
9.2 Indirect	23	23	23
9.3 Total	100%	100%	100%

HOW MANY EARN			
10.1 Over \$10,000	-	24	24
10.2 Over \$12,000	-	17	17

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime			x
11.2 Holidays			x
11.3 Pensions			x
11.4 Insurance			x
11.5 Sick leave			x
11.6 Minimum pay			x
11.7 Bonuses			x

ARE THERE SEX DIFFERENCES IN			
12.1 Pay Procedure			x
12.2 Job mobility			x
12.3 p-t employment			x

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the headquarters Accounting operation of the same giant service organization.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	no	no
Professional	no	no	no
Supervisor	yes	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	not applicable - - - - -		

14. Since the department was formed in 1960.
15. No differences.
16. No differences
17. No differences
18. No. In some cases, females are making the selection. In other cases, occasionally, females are involved and influence the decision.
19. In comptometer (calculator) work only.
20. Staff turnover (through resignation) and maternity leave.
21. We have no special attitude one way or the other in this matter.
22. We grant maternity leave when such leave is requested.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	24%	26-50%	26-50%
1.2 31-45	76%	26-50%	26-50%
1.3 over 45	Nil	1-10%	1-10%
1.4 All	21	202	223

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	86%	86%	86%
2.2 Matric.	14%	10%	10%
2.3 Diploma	Nil	1%	1%
2.4 Bachelor	Nil	2%	2%
2.5 Higher	Nil	1%	1%
2.6 All	21	202	223

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	2%	2%
3.2 Profess.	Nil		
3.3 Super.	5%	13%	12%
3.4 Tech.	Nil	5%	4%
3.5 Clerks	76%	15%	21%
3.6 Service	19%	65%	61%
3.7 All	21	202	223

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	5200	6000	5800
4.2 31-45	5800	7300	7100
4.3 over 45	Nil	6500	6500
4.4 All	5700	7200	7000

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	5700	6900	6300
5.2 Matric.	5700	7700	7200
5.3 Diploma	)	)	
5.4 Bachelor	) Nil	) Not Avail-	
5.5 Higher	)	) able	
5.6 All	5700	7200	700

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Nil	)Not avail-	
6.2 Profess.	Nil	)able	
6.3 Super.	8200	9200	9200
6.4 Tech.	Nil	10000	10000
6.5 Clerks	5700	7500	7000
6.6 Service	5200	6900	6300
6.7 All	5700	7200	7000

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	5	2.5	3 yrs

AVERAGE TENURE IN GIVEN POSITION.

8.1			
-----	--	--	--

AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	85	85	85
9.2 Indirect	15	15	15
9.3 Total	100%	100%	100%

HOW MANY EARN

10.1 Over \$10,000	Nil	5	5
10.2 Over \$12,000	Nil	5	5

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime	women not in o-t jobs	x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave	women get less	x	
11.6 Minimum pay	Slight diff	x	
11.7 Bonuses			

ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment	x		

Only women in p.t. work. no men

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



Response to Questions 13-21. (See Master Enumeration Data Sheet

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	Rare	Rare
Technician	No	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. The company's current employment practice has been in force for 3 years.
15. Yes
16. Yes
17. Yes
18. Always
19. Part-time employees are hired from time to time, both in the Service and Clerical areas.
20. This organization states that they have very few problems with married women, and in fact have a bias in favour of hiring married women over the age of 30. They say they are extremely dependable.
21. This organization is not concerned about cost changes.
22. Maternity leave in this organization is treated in the same way as sick leave. 100% pay is granted for the first 6 days, and then a weekly indemnity of \$50. per week for a maximum of 13 weeks. A job is waiting for the new mother when she returns assuming that her work record previously had been satisfactory.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30 )	67%	72%	70%
1.2 31-45 )			
1.3 over 45	33%	28%	30%
1.4 All	313	469	782

NUMBERS BY EDUCATION			
2.1 Unmatric.			
2.2 Matric.			
2.3 Diploma	Not Available		
2.4 Bachelor			
2.5 Higher			
2.6 All	313	469	782

NUMBERS BY JOB			
3.1 Managers	Nil	1-10%	
3.2 Profess.	0-1%	1-10%	
3.3 Super.	Nil	11-25%	
3.4 Tech.	1-10%	11-25%	
3.5 Clerks	11-25%	1-10%	
3.6 Service	76-90%	51-75%	
3.7 All	313	469	782

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30			
4.2 31-45			
4.3 over 45	Not Available		
4.4 All			

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma			
5.4 Bachelor	Not Available		
5.5 Higher			
5.6 All			

## AVERAGE SALARY BY JOB Female Male Total

6. 1 Managers	Nil	15000	
6. 2 Profess.	9800	9500	
6. 3 Super.	Nil	9000	
6. 4 Tech.	5720	5720	
6. 5 Clerks	5500	5500	
6. 6 Service	5770	6440	
6. 7 All			

AVERAGE LENGTH OF SERVICE	3-9yrs	3-9yrs	3-9yrs
7.1			
AVERAGE TENURE IN GIVEN POSITION			
8.1	Not Available		
AVERAGE DIRECT & INDIRECT PAY (%)			
9.1 Direct	75	75	75
9.2 Indirect	25	25	25
9.3 Total	100%	100%	100%

HOW MANY EARN			
10.1 Over \$10,000	Nil	20	20
10.2 Over \$12,000	Nil	"	"

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN			
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





13.	<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
Manager	No	No	No
Professional	No	No	No
Supervisor	No	No	No
Technican	Rarely	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Over ten years

15.) In the service category there are a few physical distinctions.  
 16.) In general, however, past practice is followed and physical and  
 17.) psychological factors are not considered.

18. Yes

19. Rarely and only in clerical

20. No specific problems. We neither encourage nor discourage  
 the employment of married females.

21. A status change would probably increase our labour cost  
 by 5%. We are not concerned about the possibility at this  
 time.

22. Mandatory departure at the end of the sixth month of  
 pregnancy and return anytime after three months after  
 birth.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	56%	15%	28%
1.2 31-45	15%	76%	56%
1.3 over 45	29%	9%	16%
1.4 All	34	68	102

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	94%	60%	72%
2.2 Matric.	3%	15%	11%
2.3 Diploma	nil	9%	6%
2.4 Bachelor	3%	10%	8%
2.5 Higher	nil	6%	4%
2.6 All	34	68	102

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	6%	28%	21%
3.2 Profess.	3%	2%	2%
3.3 Super.	6%	59%	30%
3.4 Tech.	6%	15%	12%
3.5 Clerks	79%	nil	26%
3.6 Service nil	//////////	//////////	//////////
3.7 All	34	68	102

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	4200	8300	5600
4.2 31-45	4400	10400	9900
4.3 over 45	5800	15000	9300
4.4 All	4700	10500	8600

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	4400	8700	7000
5.2 Matric.	4400		
5.3 Diploma	nil	13200	13200
5.4 Bachelor	6400	17400	16500
5.5 Higher	nil		
5.6 All	4700	10500	8600

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	7500	15500	14700
6.2 Profess.	6400	16000	11200
6.3 Super.	5850	8800	8700
6.4 Tech.	4300	7200	6700
6.5 Clerks	4400	nil	4400
6.6 Service	nil	//////////	//////////
6.7 All	4700	10500	8600

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	no data		

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	8	3	4-7 yrs

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	83	83	83
9.2 Indirect	17	17	17
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000 /			
10.2 Over \$12,000	nil	18	18

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime females paid o-t	x		
11.2 Holidays		x	
11.3 Pensions	x		
11.4 Insurance		x	
11.5 Sick Leave	x		
11.6 Minimum		x	
11.7 Bonuses Only by position		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds	x		
12.2 Job mobility	x		
12.3 p-t employment		x	

very little part time employment

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the Head Office of a multi-location national organization.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	Rare	Yes
Professional	Yes	No	No
Supervisor	No	Yes	Yes
Technician	Yes	No	No
Clerical	Yes	Yes	Yes
Service	Not applicable		

14. These practices have been in effect for approximately 20 years.

15,16,17. This organization states that if females had the skill requirements for the jobs they have available, they would be pleased to consider them. In practice, female applicants, if any, don't have necessary skills for most positions, and this organization states that they really don't know why this has not happened. From a physiological or psychological point of view, this company doesn't draw any particular conclusions, but simply states that they don't have the experience that is required to be effective in a wide range of this organization's jobs.

18. No

19. Very little part-time work is done in this organization, although some is done at the clerical level, and some summer students (male or female) are hired.

20. No problems concerning employment of married women.

21. This organization is not concerned about possible economic changes.

22. Maternity leave is granted on a conditional basis - that is, if there is a job available to be performed. Service credits would be restored if a woman returned, and there are no formal time limits.

This company's Board of Directors is made up of 7 men.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	54%	25%	44%
1.2 31-45	22%	50%	32%
1.3 over 45	24%	25%	24%
1.4 All	185	100	285

NUMBERS BY EDUCATION			
2.1 Unmatric.			
2.2 Matric.			
2.3 Diploma Nil	////////	////////	////////
2.4 Bachelor			
2.5 Higher			
2.6 All	185	100	285

NUMBERS BY JOB			
3.1 Managers			
3.2 Profess.			
3.3 Super.			
3.4 Tech.			
3.5 Clerks			
3.6 Service Nil	////////	////////	////////
3.7 All	185	100	285

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30	4200	9900	6200
4.2 31-45	4400	)	
4.3 over 45	4800	15500	8600
4.4 All	4400	11300	6800

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.	4400	9900	6000
5.2 Matric.	4400	)	
5.3 Diploma Nil	////////	////////	////////
5.4 Bachelor	Nil	15600	15600
5.5 Higher	Nil	15600	15600
5.6 All	4400	11300	6800

## AVERAGE SALARY BY JOB Female Male Total

6. 1 Managers	Nil	16800	16800
6. 2 Profess.	Nil	10200	10200
6. 3 Super.	7200	7800	7600
6. 4 Tech.	7200	7200	7200
6. 5 Clerks	4200	4200	4200
6. 6 Service Nil	////////	////////	////////
6. 7 All	4400	11300	6800

## AVERAGE LENGTH OF SERVICE

7.1	2.7	8.3	4.7yrs
-----	-----	-----	--------

## AVERAGE TENURE IN GIVEN POSITION

8.1	1.9	3.2	2.4yrs
-----	-----	-----	--------

## AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	87	85	86
9.2 Indirect	13	15	14
9.3 Total	100	100	100

## HOW MANY EARN

10.1	1000	1000	1000
10.2 Over \$12,000	Nil	45	45

## ARE THERE SEX DIFFERENCES IN

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

## ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility	x		
12.3 p-t employment	x		

95% female clerical, secretarial

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is the Head Office of a major Canadian service organization.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service			

14. For about 40 years.

15, 16, 17. This organization states that in recent recruitment activity, females did not apply for positions, but that in the few instances where they have applied in the past, their qualifications have been found to be significantly below those of men. The organization states that they have never had to make the choice at a senior level.

18. No - female supervisors are involved in the decision-making process when appropriate.

19. None

20. This organization states that they have some problems, particularly in regard to turnover and illness of children.

21. This organization states that they are no in favour of spending money to upgrade female skills, because they do not see a sufficient pay-back for this type of expenditure.

22. This organization recommends that pregnant women leave at the end of the 7th month, and that <sup>if</sup> they do not return 3 months after the birth of the child, they are terminated. Thus they, in effect, have conditional re-employment.

This organization has 12 Directors - all men.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	51%	40%	44%
1.2 31-45	30%	40%	37%
1.3 over 45	19%	20%	19%
1.4 All	184	351	535

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	67%	14%	32%
2.2 Matric.	27%	51%	43%
2.3 Diploma	3%	15%	11%
2.4 Bachelor )	3%	20%	14%
2.5 Higher )			
2.6 All	184	351	535

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	7%	4%
3.2 Profess.	Nil	6%	4%
3.3 Super.	1%	16%	11%
3.4 Tech.	3%	29%	20%
3.5 Clerks	96%	42%	61%
3.6 Service	////////	////////	////////
3.7 All	184	351	535

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	4480	6300	5570
4.2 31-45	5160	9430	8240
4.3 over 45	5400	11470	9380
4.4 All	4850	8560	7270

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	4380	5690	4740
5.2 Matric.	5280	6960	6600
5.3 Diploma	8400	9600	9490
5.4 Bachelor )	8820	13800	13460
5.5 Higher )			
5.6 All	4850		7270

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Nil	16780	16780
6.2 Profess.	Nil	11520	11520
6.3 Super.	9000	10800	10740
6.4 Tech.	8400	9000	8990
6.5 Clerks	4720	5710	5170
6.6 Service	////////	////////	////////
6.7 All	4850	8560	7270

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1 Not Available	////////	12 yrs	

AVERAGE TENURE IN GIVEN POSITION

8.1 Not Available			
-------------------	--	--	--

AVERAGE DIRECT & INDIRECT PAY (%)

9.1 Direct	75	75	75
9.2 Indirect	25	25	25
9.3 Total	100%	100%	100%

HOW MANY EARN

10.1 Over \$10,000	Nil	53	53
10.2 Over \$12,000	Nil	62	62

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions Females have	x		
11.4 Insurance some options	x		
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN

12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment	x		

Summer relief work mostly done by females.

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the Data Centre of a major national manufacturing distribution and sales organization - the Canadian operation of a major international company.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	Yes	No	Yes
Supervisor	No	Rarely	Yes
Technician	No	Rarely	Yes
Clerical	Yes	Yes	Yes
Service	No	No	No

14. Have evolved over the last 20 years.

15,16,17. Women are rarely found in higher positions (in fact they do not fill any senior managerial or professional positions in this organization) because this organization insists on professional capacity level in all employees that move past the clerical level (that is, a university degree is mandatory).

The company has no policy saying women are not to be hired for job categories. If they apply they will be evaluated against them, but the community, in effect, does not supply them. The exception is in the relatively narrow area of computer sciences where women are beginning to appear in the work force.

18. Yes, because all managerial positions are filled by men.

19. Clerical, key-punch, stenographic positions are filled from time to time by part-time people. In addition, university students are hired in the summer for project work.

20. This organization feels that married women are effective. They state that these women have more of a sense of purpose, and are usually more productive than single women. This organization insures, before hiring married women, that children are well looked after, and as a result only very minor problems have resulted.

21. The organization's prime concern is the length of time that women stay with them. Most women tend to be short-term employees, and this means that training is often found to be wasted. The company states that they don't care about wage/cost increases, as they pay men and women the same now. However, it is probable that if legislation concerning equal pay for work of equal value was instituted,





21. continued.....

that costs would increase in the clerical areas.

22. This company has no formal maternity leave procedure. The normal procedure is that a pregnant woman leaves to have her child and does not return. However, if the company is anxious to have her back and a job is available, she can have a leave of absence (no specific limit), then return with no loss of service credits.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	74%	36%	58%
1.2 31-45	12%	32%	20%
1.3 over 45	14%	32%	22%
1.4 All	1364	986	2350

NUMBERS BY EDUCATION			
2.1 Unmatric.	26-50%	10-25%	26-50%
2.2 Matric.	26-50%	D.K.	26-50%
2.3 Diploma	////////	////////	////////
2.4 Bachelor	0-1%	76-90%	D.K.
2.5 Higher	////////	////////	////////
2.6 All	1364	986	2350

NUMBERS BY JOB			
3.1 Managers	0-1%	13%	6%
3.2 Profess.	////////	////////	////////
3.3 Super.	3%	27%	14%
3.4 Tech.	////////	////////	////////
3.5 Clerks	92%	35%	68%
3.6 Service	3%	25%	12%
3.7 All	1364	986	2350

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30	N O T		
4.2 31-45	A V A I L A B L E		
4.3 over 45	////////		
4.4 All	4300	8000	5900

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.	N O T		
5.2 Matric.	A V A I L A B L E		
5.3 Diploma	////////		
5.4 Bachelor	NOT AVAILABLE		
5.5 Higher	////////		
5.6 All	4300	8000	5900

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	13000	18000	17900
6.2 Profess.	////////	////////	////////
6.3 Super.	6900	7300	7200
6.4 Tech.	////////	////////	////////
6.5 Clerks	4000	4300	4100
6.6 Service	2500	5000	4500
6.7 All	4300	8000	5900

AVERAGE LENGTH OF SERVICE			
7.1	6.7	14.7	10.1

AVERAGE TENURE IN GIVEN POSITION			
8.1			

AVERAGE DIRECT & INDIRECT PAY (%)			
9.1 Direct	70	70	70
9.2 Indirect	30	30	30
9.3 Total	100%	100%	100%

HOW MANY EARN			
10.1 Over \$10,000/			
10.2 Over \$12,000	2	147	149

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance	x		
11.5 Sick Leave		x	
11.6 Minimum		x	
11.7 Bonuses NOT APPLICABLE			

ARE THERE SEX DIFFERENCES IN			
12.1 Pay Proceeds		x	
12.2 Job mobility	x		
12.3 p-t employment	x		

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the headquarters of a large company

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	no	yes	yes
Professional	yes	yes	yes
Supervisor	no	yes	yes
Technician	yes	yes	yes
Clerical	yes	yes	yes
Service	yes	yes	yes

14. For over ten years

15. This organization states that men are hired into managerial and supervisory positions because of higher knowledge and experience levels. Differences in promotion and training opportunities between males and females are due to attitudes concerning the career orientation of the respective sexes; much less is done for women than for men.

16. See #15

17. See #16.

18. No. The female Personnel Director is usually consulted in discussions regarding relative abilities of candidates -- particularly below the supervisory level.

19. Mostly in service, office filing and other junior clerical positions.

20. This organization finds that bringing married women back into the work force does not work out too well. Supervisors are skeptical of their ability and they find that they find it difficult to orient themselves. The organization also finds that single women who get married and continue to work tend to stop at that level. The company is not sure what will happen in the future; whether they will stay or not, and as a result, normally does not promote them.

21. No reaction on a straight job basis, although the costs for this organization would probably go a great deal if the change to equal pay for work of equal value was introduced.

22. Six months maximum ending two months after birth on the submission of a doctor's certificate.

This organization has twenty directors -- all men.

**Hickling-Johnston**  
HICKLING-JOHNSTON LIMITED MANAGEMENT CONSULTANTS





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	65%	30%	44%
1.2 31-45	25%	55%	42%
1.3 over 45	10%	15%	13%
1.4 All	182	258	440

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	14%	27%	22%
2.2 Matric.	81%	20%	45%
2.3 Diploma	2%	10%	7%
2.4 Bachelor	2%	39%	24%
2.5 Higher	Nil	4%	2%
2.6 All	182	258	440

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	34%	20%
3.2 Profess.	10%		
3.3 Super.	2%	14%	9%
3.4 Tech.	Nil	////////	////////
3.5 Clerks	97%	49%	69%
3.6 Service	Nil	3%	2%
3.7 All	182	258	440

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	)		
4.2 31-45	) Not Available		
4.3 over 45	)		
4.4 All	5300	9200	7600

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	)	)	)
5.2 Matric.	) 5200	) 6500	) 5800
5.3 Diploma	)	)	)
5.4 Bachelor	9400	12,700	12,600
5.5 Higher	Nil	)	)
5.6 All	5300	9200	7600

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	-	13500	13400
6.2 Profess.	9900	)	
6.3 Super.	8100	9800	9700
6.4 Tech.	////////	////////	////////
6.5 Clerks	5200	6500	5700
6.6 Service	////////	6200	6200
6.7 All	5300	9200	7600

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7 yrs	15yrs	11.7yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	Not Available		
AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	74	74	74
9.2 Indirect	26	26	26
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$12,000	Nil	90	90

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses *		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

\*vary by job category not sex.

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





This is the Head Office of the Canadian Division of a major international organization engaged in manufacturing.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	Yes	Yes
Professional	Yes	No	No
Supervisor	No	Yes	Yes
Technician	No	No	No
Clerical	Yes	Yes	Yes
Service	No	No	No

14. 15 years

15. No

16,17. There is some concern in these areas, and from time to time either psychological or physical differences do make a difference.

18. Yes

19. Clerical positions are the only ones where part-time work is involved.

20. Turnover is the only concern - in practice, pregnant women leave the organization.

21. This organization is not particularly concerned.

22. Maternity leave is permitted occasionally. Normally it amounts to a maximum of 3 months with full restoration of service. Return is conditional upon quality of service prior to pregnancy.

This organization has a Board of Directors of 8 - all male.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	40%	40%	40%
1.2 31-45	48%	31%	39%
1.3 over 45	12%	29%	21%
1.4 All	290	350	640

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	98%	87%	92%
2.2 Matric.	1%	6%	4%
2.3 Diploma	1%	3%	2%
2.4 Bachelor	0-1%	3%	2%
2.5 Higher	nil	1%	0-1%
2.6 All	290	350	640

NUMBERS BY JOB	Female	Male	Total
3.1 Managers )	nil )	10% )	6%
3.2 Profess. )	)	)	)
3.3 Super.	1%	20%	11%
3.4 Tech.	1%	6%	3%
3.5 Clerks	24%	7%	15%
3.6 Service	74%	57%	65%
3.7 All	290	350	640

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	3600	5200	4500
4.2 31-45	4000	6900	5400
4.3 over 45	4300	7500	6700
4.4 All	3900	6400	5300

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric. )	3900 )	5900 )	5000
5.2 Matric. )	)	)	)
5.3 Diploma	5100	6500	6200
5.4 Bachelor	6300	18000	17300
5.5 Higher	nil )	)	)
5.6 All			

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	nil)	14000	14000
6.2 Profess.	nil)		
6.3 Super.	4900	6600	6500
6.4 Tech.	5700	6500	6400
6.5 Clerks	3900	5100	4200
6.6 Service	3800	5200	4500
6.7 All	3900	6400	5300

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	3.5 yrs	7 yrs	5 yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	not available		

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	75	75	75
9.2 Indirect	25	25	25
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	nil	26	26

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		X	

11.2 Holidays		X	
11.3 Pensions		X	

11.4 Insurance	X		
11.5 Sick Leave		X	

11.6 Minimum	X		
11.7 Bonuses		X	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Proceeds		X	

12.2 Job mobility		X	
12.3 p-t employment		X	

Very little part-time work

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



		<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
13.	Manager	no	no	no
	Professional	no	no	no
	Supervisor	yes	yes	yes
	Technical	yes	yes	yes
	Clerk	yes	yes	yes
	Service	yes	yes	yes

14. 25 years

15.) The reason why differences occur in the treatment given to  
 16.) women and men in recruitment, training and promotion is the  
 17.) attitude of top management of the perception by mid-manage-  
 ment of the attitude of top management

18. yes

19. Very Little.

20. Absenteeism is the biggest problem. Turnover is a lesser  
 problem.

21. The company would cease to be profitable and would go out  
 of business.

22. When a woman leaves to have a baby, she receives 6 weeks  
 on weekly indemnity, and has 6 months leave of absence. She can  
 then go on layoff for an additional 18 months. This applies  
 only to hourly workers. Salaried females have the same  
 provisions except they do not get 6 weeks on weekly indemnity





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	26-50%	11-25%	11-25%
1.2 31-45	11-25%	26-50%	26-50%
1.3 over 45	11-25%	26-50%	26-50%
1.4 All	29	84	113

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	11-25%	1-10%	1-10%
2.2 Matric.	51-75%	26-50%	26-50%
2.3 Diploma	Nil	11-25%	11-25%
2.4 Bachelor	Nil	11-25%	11-25%
2.5 Higher	Nil	1-10%	1-10%
2.6 All	29	84	113

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	51-75%	51-75%
3.2 Profess.			
3.3 Super.	1-10%	11-25%	11-25%
3.4 Tech.	Nil	//////////	//////////
3.5 Clerks	76-90%	11-25%	26-50%
3.6 Service	Nil	//////////	//////////
3.7 All	29	84	113

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30			
4.2 31-45	Not Available		
4.3 over 45			
4.4 All	6,000	16000	12,000

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.	Not Available		
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All	6,000	16000	12,000

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Nil	15000	15000
6.2 Profess.		to 25000	25000
6.3 Super.	7000	10-12000	10000
6.4 Tech.	//////////	//////////	//////////
6.5 Clerks	6000	8000	6500
6.6 Service	//////////	//////////	//////////
6.7 All	6000	16000	12000

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7 yrs	15.2 yrs	14
AVERAGE TENURE IN GIVEN POST/POSITION	Female	Male	Total
8.1	6	8	7
AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	70	70	70
9.2 Indirect	30	30	30
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	Nil	50	50
10.2 Over \$12,000	Nil	50	50

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses No women qualify		x	
ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

Males infrequently used p-t. mostly females.  
The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the Canadian Head Office of a major international secondary manufacturing company.

Response to Questions 10-11. (See Master Enumeration Data Sheet, Appendix A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	Yes	Yes
Technician	Not applicable - no employees in this area		
Clerical	Yes	Yes	Yes
Service	Not applicable		

14. Present practices have been in force for over thirty years.

15, 16, 17. No. In practice, all available candidates for positions have been male. There have been no female applications for higher positions, as any females in the organization do not have the necessary qualifications. There is no official policy excluding females, but in fact females have not achieved higher status.

18. Almost 100% yes.

19. Office services, clerical, typing etc.

20. None

21. This organization states that they do not anticipate cost implications.

22. Conditional leave of absence up to one year is granted. Women are rehired if a job is available for them with no loss in service. In practice, this works as a termination because most women, when they leave, do not get back in as their job has been taken by somebody else. This company's Hospital and Medical plans give full coverage for pregnancy.

This company's Board of Directors is made up of 11 men.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	35%	11%	16%
1.2 31-45	22%	58%	50%
1.3 over 45	43%	31%	34%
1.4 All	230	870	1100

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	13%	3%	5%
2.2 Matric.	80%	43%	51%
2.3 Diploma	2%	6%	5%
2.4 Bachelor	4%	34%	28%
2.5 Higher	0-1%	14%	11%
2.6 All	230	870	1100

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	nil	11%	9%
3.2 Profess.	3%	57%	46%
3.3 Super.	3%	18%	15%
3.4 Tech.	1%	2%	2%
3.5 Clerks	76%	7%	21%
3.6 Service	17%	5%	7%
3.7 All	230	870	1100

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	4560	4560	4560
4.2 31-45	5280	8400	8120
4.3 over 45	7500	13200	11660
4.4 All	6000	9450	8730

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.			
5.2 Matric.			
5.3 Diploma	NOT	AVAILABLE	
5.4 Bachelor			
5.5 Higher			
5.6 All	6000	9450	8730

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers			
6.2 Profess.			
6.3 Super.	NOT		
6.4 Tech.			
6.5 Clerks	AVAILABLE		
6.6 Service			
6.7 All	6000	9450	8730

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	7	12	11 yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1	4	4	4

AVERAGE DIRECT & INDIRECT PAY (%)	Female	Male	Total
9.1 Direct	78	78	78
9.2 Indirect	22	22	22
9.3 Total	100	100	100

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000			
10.2 Over \$12,000	NOT	AVAILABLE	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		X	
11.2 Holidays		X	
11.3 Pensions M.-65. F.-60	X		
11.4 Insurance		X	
11.5 Sick Leave		X	
11.6 Minimum		X	
11.7 Bonuses			

ARE THERE SEX DIFFERENCES IN	Female	Male	Total
12.1 Pay Proceeds		X	
12.2 Job mobility		X	
12.3 p-t employment		X	

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





13. Recruitment, training and promotion of women occurs in all job categories with the exception of the management category. There is no recruitment, training or promotion in this category because there are at present no managerial positions that, because of the nature of the industry, could be filled by women. This is a highly technical-engineering industry. For that matter, no men are recruited directly into the management ranks. The company generally follows a policy of promotion from within.
14. The present practices of recruitment, training and promotion have, in effect, been in existence since the company started decades ago.
15. No, physical differences are not the consideration. (see answer to #14 above.)
16. No, other than as stated earlier, they don't have the requisite academic and field operating experiences to assume managerial positions; no refining, marketing or production background which is required to rise to managerial positions in the operating departments.
17. See above.
18. Usually, but not always, in the secretarial and clerical categories.
19. Casual employment in Clerical  
Part time in service and maintenance
20. None.
21. No problem at all
22. The women resign and are given priority preference when they re-apply for employment. On re-employment they pick-up all their previous service credits.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	1-10%	11-25	11-25
1.2 31-45	51-75%	26-50	26-50
1.3 over 45	11-25%	51-75	26-50
1.4 All	105	220	325

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	51-75	51-75	51-75
2.2 Matric.	26-50	26-50	26-50
2.3 Diploma	)	11-25)	
2.4 Bachelor	) 1-10	1-10	1-10
2.5 Higher	)	1-10	
2.6 All	105	220	325

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	10%	7%
3.2 Profess.	1%	5%	4%
3.3 Super.	3%	5%	4%
3.4 Tech.	4%	8%	7%
3.5 Clerks	12%	4%	7%
3.6 Service	80%	67%	71%
3.7 All	105	220	325

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	5700	6500	6300
4.2 31-45	6600	7200	7000
4.3 over 45	6800	8500	7400
4.4 All	6400	7500	7200

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	6200	7200	6800
5.2 Matric.	6700	7400	7100
5.3 Diploma	)	9000)	
5.4 Bachelor	) 6700)	16500)	7500
5.5 Higher	)	)	
5.6 All	6400	7500	7200

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	-	17500	17500
6.2 Profess.	7200	)	
6.3 Super.	7000	8600	8300
6.4 Tech.	6500	8100	7900
6.5 Clerks	5900	6500	6100
6.6 Service	6200	7100	6900
6.7 All	6400	7500	7200

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	4	12	9yrs

AVERAGE TENURE IN GIVEN POSITION	Female	Male	Total
8.1			
AVERAGE DIRECT & INDIRECT PAY	Female	Male	Total
9.1 Direct	88	88	88
9.2 Indirect	12	12	12
9.3 Total	100%	100%	100%

HOW MANY EARN	Female	Male	Total
10.1 Over \$10,000	Nil	12	12

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance Contrib. Insur.	x		
11.5 Sick leave not for women		x	
11.6 Minimum pay		x	
11.7 Bonuses		x	

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment	x		

Only females not males employed p-t.

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



This is the Head Office and plant of the Canadian operations of a medium sized international secondary manufacturing company.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	Rare	Rare
Professional	No	No	No
Supervisor	Yes	Yes	Yes
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. Present policies have been in effect for 4 years.

15. No

16,17. Yes. This organization considers women to be better suited for certain types of detail work such as in the clerical area, and for certain types of high volume manufacture such as occur in the manufacturing area.

18. Yes

19. Part-time work is involved in the Service area (plant labour) and in certain types of clerical work.

20. Absenteeism of married women was studied by this organization recently, and they found that absenteeism rates were greater than for unmarried females or males. They stated that turnover problems were also real.

21. This company is concerned about increased costs, and states that turnover and absenteeism problems are costly and they may well increase. However, they have not given too much thought to the economic implications of equal pay for work of equal value, and in short really did not have an attitude of long term cost implications.

22. This organization has a maternity leave provision in the Union Contract. It states that leave is not to exceed 12 months, and must be taken when the woman is 6 months pregnant. This organization requires a physician's statement of fitness before recall is permitted, and limits women to one leave for each 5 year period, and a total of 2 during the total period of employment with the organization. That is, a third pregnancy is a condition for termination. Women do not get pay while on leave, and do not have specific coverage for hospitalization or medical.

This company has 4 Directors on its Board - all men.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	11-25%	11-25%	11-25%
1.2 31-45	26-50%	26-50%	26-50%
1.3 over 45	26-50%	26-50%	26-50%
1.4 All	201	242	443

NUMBERS BY EDUCATION			
2.1 Unmatric.	91-99%	91%	93%
2.2 Matric.	1-10%	6%	6%
2.3 Diploma	Nil	1%	0-1%
2.4 Bachelor	Nil	0-1%	0-1%
2.5 Higher	Nil	1%	0-1%
2.6 All	201	242	443

NUMBERS BY JOB			
3.1 Managers	Nil	3%	2%
3.2 Profess.	Nil	1%	0-1%
3.3 Super.	0-1%	8%	5%
3.4 Tech.	Nil	////	////
3.5 Clerks	8%	1%	5%
3.6 Service	92%	87%	88%
3.7 All	201	242	443

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30			
4.2 31-45	Not Available		
4.3 over 45			
4.4 All	4900	5600	5300

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.	4900	5200	5100
5.2 Matric.	5400	8200	7100
5.3 Diploma	Nil	8500	8500
5.4 Bachelor	Nil	13000	13000
5.5 Higher	Nil	)	
5.6 All	4900	5600	5300

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Nil	12000	12000
6.2 Profess.	Nil	9200	9200
6.3 Super.	5600	8000	8000
6.4 Tech.	Nil	////	////
6.5 Clerks	4900	5100	5000
6.6 Service	)		
6.7 All	4900	5600	5300

AVERAGE LENGTH OF SERVICE			
7.1	7 yrs	7 yrs	7 yrs
AVERAGE TENURE IN GIVEN POSTING			
8.1	Not Available		
AVERAGE DIRECT & INDIRECT PAY (%)			
9.1 Direct	92	92	92
9.2 Indirect	8	8	9
9.3 Total	1000	1000	1000

HOW MANY EARN			
10.1 Over \$12,000	Nil	7	7
ARE THERE SEX DIFFERENCES IN	Yes	No	Don't Know
11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay	x		
11.7 Bonuses		x	
ARE THERE SEX DIFFERENCES IN			
12.1 Pay Procedure		x	
12.2 Job mobility	x		
12.3 p-t employment		x	

Temporary work usually performed by women.  
The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?







This is the Head Office and plant of the Canadian Division of a medium sized international manufacturing company.

Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	No	Rare
Technician	Yes	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. These practices have been in effect for approximately 20 years.

15,16,17. This company has no specific policy, but does not encourage the practice of having women in supervisory positions. They state that girls resent working for other females, and that the males in the organization would also resent it.

The company says they engage in limited training, but that they go to the labour market for specific for specific skills. When they do go to the labour market, they find that females with these skills are not available.

18. Yes

19. Clerical positions - particularly in connection with monthly and year end statement preparation. No part-time workers are employed in the plant.

20. This organization states that they have no problems with the employment of married women, and that in fact there attendance is better than that of single women and their turnover rates are less.

21. This company expresses strong concern at the cost implications of having to pay women equal pay for work of equal value.

22. Maternity leave provisions give 6 months for women with 2 or more years of service. Group insurance coverage applies to pregnant women, but the weekly indemnity for disability does not.



# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	67%	23%	43%
1.2 31-45	17%	27%	22%
1.3 over 45	16%	50%	35%
1.4 All	90	110	200

NUMBERS BY EDUCATION	Female	Male	Total
2.1 Unmatric.	)	)	)
2.2 Matric.	98%	40%	66%
2.3 Diploma	)	)	)
2.4 Bachelor	2%	56%	32%
2.5 Higher	Nil	4%	2%
2.6 All	90	110	200

NUMBERS BY JOB	Female	Male	Total
3.1 Managers	Nil	55%	30%
3.2 Profess.	Nil	18%	10%
3.3 Super.	7%	12%	10%
3.4 Tech.	1%	9%	5%
3.5 Clerks	92%	6%	45%
3.6 Service	Nil	////	////
3.7 All	90	110	200

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE	Female	Male	Total
4.1 under 30	6300	16000	10200
4.2 31-45	)	)	)
4.3 over 45	7000	18000	15600
4.4 All	6100	17000	12100

AVERAGE SALARY BY EDUCATION	Female	Male	Total
5.1 Unmatric.	)	)	)
5.2 Matric.	6100	12500	8200
5.3 Diploma	)	)	)
5.4 Bachelor	6000	20000	19600
5.5 Higher 2 New Hires	Nil	20000	20000
5.6 All	6100	17000	12100

AVERAGE SALARY BY JOB	Female	Male	Total
6.1 Managers	Nil	22000	22000
6.2 Profess.	Nil	15000	15000
6.3 Super.	7200	10000	9100
6.4 Tech.	7500	7500	7500
6.5 Clerks	6000	6000	6000
6.6 Service	Nil	////	////
6.7 All	6100	17000	12100

AVERAGE LENGTH OF SERVICE	Female	Male	Total
7.1	N/A	N/A	14 yrs

AVERAGE TENURE IN GIVEN POSITION

Not available

AVERAGE DIRECT & INDIRECT PAY

8.1 Direct	72	72	72
8.2 Indirect	28	28	28
8.3 Total	100	100	100

HOW MANY EARN

10110000/1010000/111

10.2 Over \$12,000	Nil	80	80
--------------------	-----	----	----

ARE THERE SEX DIFFERENCES IN Yes No DK

11.1 Overtime		x	
11.2 Holidays		x	
11.3 Pensions		x	
11.4 Insurance		x	
11.5 Sick leave		x	
11.6 Minimum pay		x	
11.7 Bonuses	Not applicable		
12.1 Pay Procedure		x	
12.2 Job mobility		x	
12.3 p-t employment		x	

Males rarely used in p-t work

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?



Response to Questions 13-21. (See Master Enumeration Data Sheet...Exhibit A)

13.	Recruit	Train	Promote
Manager	No	No	No
Professional	No	No	No
Supervisor	No	Yes	Yes
Technician	Yes	No	No
Clerical	Yes	Yes	Yes
Service	Not applicable		

14. These practices have been in force for 20 years.

15,16,17. The company stated that they really couldn't answer these, but went on to add that in their opinion the labour market just doesn't supply females for many of their positions.

Training involves continuity problems. While a female might fit a position, they state that they can't afford to give her training and then risk pregnancy and a job vacancy. They state that the lack of long term work intent on the part of women makes manpower planning a very difficult problem for them.

18. Normally men do the selection, but on occasion female supervisors are involved in the process.

19. Part-time work is done only at the secretarial or clerical levels.

20. They state that they have few problems because they are very cautious in their hiring procedures. They say that if children are older or if the married woman is helping to pay a mortgage, they find that she works out well. They admit a bias, and say that they in fact favour older married women versus younger married or single women.

21. This company states that economic implications are not of significance to them as they feel that they pay women and men at the same rate for comparable jobs.

22. No pregnancy leave is allowed, but rehiring does occur if and when a job is available.





# STATUS DATA

PLEASE INDICATE EITHER THE NUMBER OR THE PERCENTAGE OF EMPLOYEES IN EACH OF THE FOLLOWING CATEGORIES:

NUMBERS BY AGE	Female	Male	Total
1.1 under 30	51-75%	26-50%	
1.2 31-45	26-50%	26-50%	26-50%
1.3 over 45	1-10%	11-25%	
1.4 All	153	419	572

NUMBERS BY EDUCATION			
2.1 Unmatric.	8%	6%	7%
2.2 Matric.	48%	39%	41%
2.3 Diploma	35%	16%	21%
2.4 Bachelor	7%	26%	21%
2.5 Higher	2%	13%	10%
2.6 All	153	419	572

NUMBERS BY JOB			
3.1 Managers	0-1%	18%	13%
3.2 Profess.	8%	18%	15%
3.3 Super.	)	)	)
3.4 Tech.	Nil	64%	72%
3.5 Clerks	)	)	)
3.6 Service	//////////	//////////	//////////
3.7 All	153	419	572

PLEASE INDICATE THE AVERAGE SALARIES OF EMPLOYEES IN THE FOLLOWING CATEGORIES:

AVERAGE SALARY BY AGE			
4.1 under 30			
4.2 31-45	Not Available		
4.3 over 45			
4.4 All	5700	8800	8000

AVERAGE SALARY BY EDUCATION			
5.1 Unmatric.			
5.2 Matric.	Not Available		
5.3 Diploma			
5.4 Bachelor			
5.5 Higher			
5.6 All	5700	8800	8000

AVERAGE SALARY BY JOB	Female	Male	Total
6. 1 Managers	12000	15000	15000
6. 2 Profess.	8200	11000	10000
6. 3 Super.	7800	9800	
6. 4 Tech.	Nil	7500	6300
6. 5 Clerks	5500	6000	
6. 6 Service	//////////	//////////	//////////
6. 7 All	5700	8800	8000

AVERAGE LENGTH OF SERVICE			
7.1	Not Available		
AVERAGE TENURE IN GIVEN POSITION			
8.1	Not Available		
AVERAGE DIRECT & INDIRECT PAY (%)			
9.1 Direct	75	75	75
9.2 Indirect	25	25	25
9.3 Total	100%	100%	100%

HOW MANY EARN			
10.1 Over \$10,000	1	73	74
10.2 Over \$12,000	1	84	85

ARE THERE SEX DIFFERENCES IN	Yes	No	DK
11.1 Overtime			x
11.2 Holidays			x
11.3 Pensions			x
11.4 Insurance			x
11.5 Sick leave			x
11.6 Minimum pay			x
11.7 Bonuses			x

ARE THERE SEX DIFFERENCES IN			
12.1 Pay Procedure			x
12.2 Job mobility			x
12.3 p-t employment			x

The following questions will require extended answers, and cannot be coded on this sheet:

- DO YOU RECRUIT, TRAIN, OR PROMOTE WOMEN IN THE VARIOUS JOB CATEGORIES (i.e. MANAGERS, PROFESSIONALS, SUPERVISORS, TECHNICIANS, CLERKS AND SERVICE)?
- HOW LONG HAVE THE PRESENT PRACTICES OF RECRUITMENT, TRAINING AND PROMOTION OPERATED FOR THESE 6 JOB CATEGORIES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING, AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PHYSICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO WOMEN'S PSYCHOLOGICAL DIFFERENCES?
- ARE DIFFERENCES IN RECRUITMENT, TRAINING AND PROMOTION PRACTICES IN THESE 6 JOB CATEGORIES DUE TO A MIXTURE OF PHYSICAL AND PSYCHOLOGICAL DIFFERENCES IN WOMEN?
- ARE PROMOTION SELECTIONS ALWAYS MADE BY MEN?
- IN WHAT OCCUPATIONS IS PART-TIME WORK PERFORMED?
- WHAT PROBLEMS (IF ANY) DO YOU ENCOUNTER IN THE EMPLOYMENT OF MARRIED WOMEN?
- WHAT IS YOUR ATTITUDE TO THE COST IMPLICATIONS OF CHANGES IN THE STATUS OF WOMEN IN THE LABOUR FORCE?
- WHAT IS YOUR PRACTICE WITH MATERNITY LEAVE?





13.	<u>Recruit</u>	<u>Train</u>	<u>Promote</u>
Manager	No	No	No
Professional	Rarely	Yes	Yes
Supervisor	Rarely	Yes	Yes
Technician	Rarely	Yes	Yes
Clerical	Yes	Yes	Yes
Service	Yes	Yes	Yes

14. More than 10 years

15.) In the service category there are some physical distinctions. In  
 16.) general, however, past practice is followed and physical and  
 17.) psychological factors are not considered.

18. Yes.

19. Rarely is part time work done and only in the clerical category.

20. No specific problems. We neither encourage nor discourage the  
 employment of married women.

21. A status change would increase our clerical costs. We are not  
 concerned about the possibility at this time.

22. Mandatory departure at the end of the 6th month of pregnancy.  
 Return anytime after 3 months after birth,.







